

Grantee Perception Report[®]

PREPARED FOR
Kenneth Rainin Foundation

SEPTEMBER 2015



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The online version of this report can be accessed at cep.surveymresults.org.

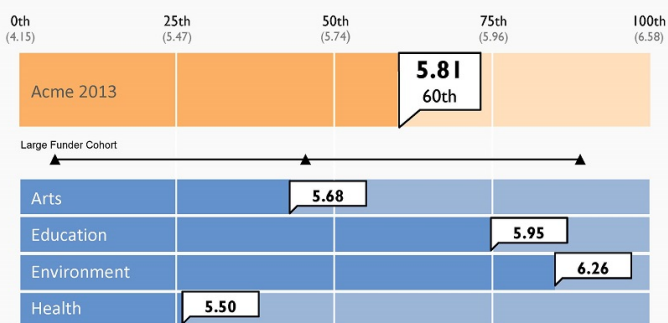
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INTERPRETING YOUR CHARTS

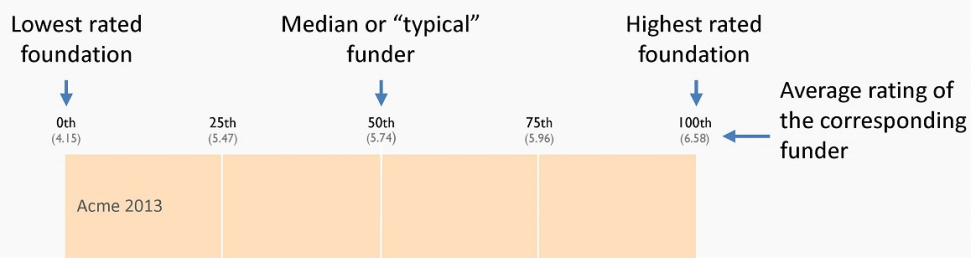
HOW TO READ CHARTS

Many of the charts in this report are shown in this format. See below for an explanation of the chart elements, or view the Video Tour.

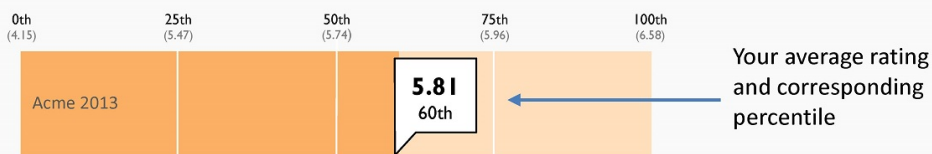


PERCENTILE SCALE

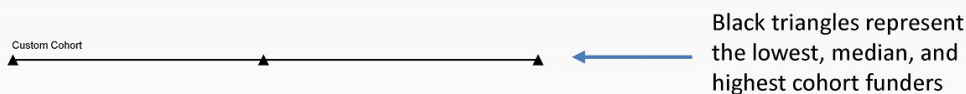
Every participating funder's average rating is ranked along a percentile scale.



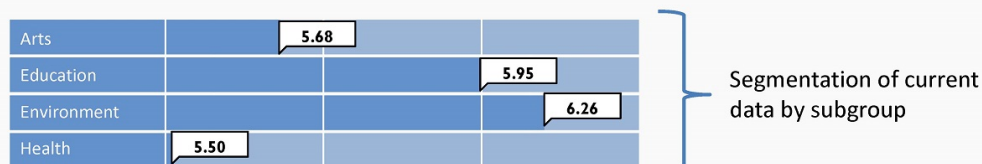
YOUR RESULTS



COMPARATIVE COHORT



SUBGROUP DATA



MISSING DATA

Selected grantee ratings are not displayed in this report due to changes in the survey instrument, or when a question received fewer than five responses.

EXECUTIVE SUMMARY

The following summary highlights key findings about grantees' perceptions of Kenneth Rainin Foundation compared to other foundations whose grantees CEP has surveyed.

Throughout this report, results are described as 'more positive' when an average rating is higher than that of 65 percent of funders in CEP's dataset, and 'less positive' when a rating is lower than that of 65 percent of funders. Improvements or declines over time are reported when ratings are higher or lower by at least 15 percentile points.

Compared to grantees of the typical funder, Rainin grantees in 2015 have:

more positive perceptions regarding the Foundation's:

- » Impact on their fields
- » Relationships with grantees

similarly positive perceptions regarding the Foundation's:

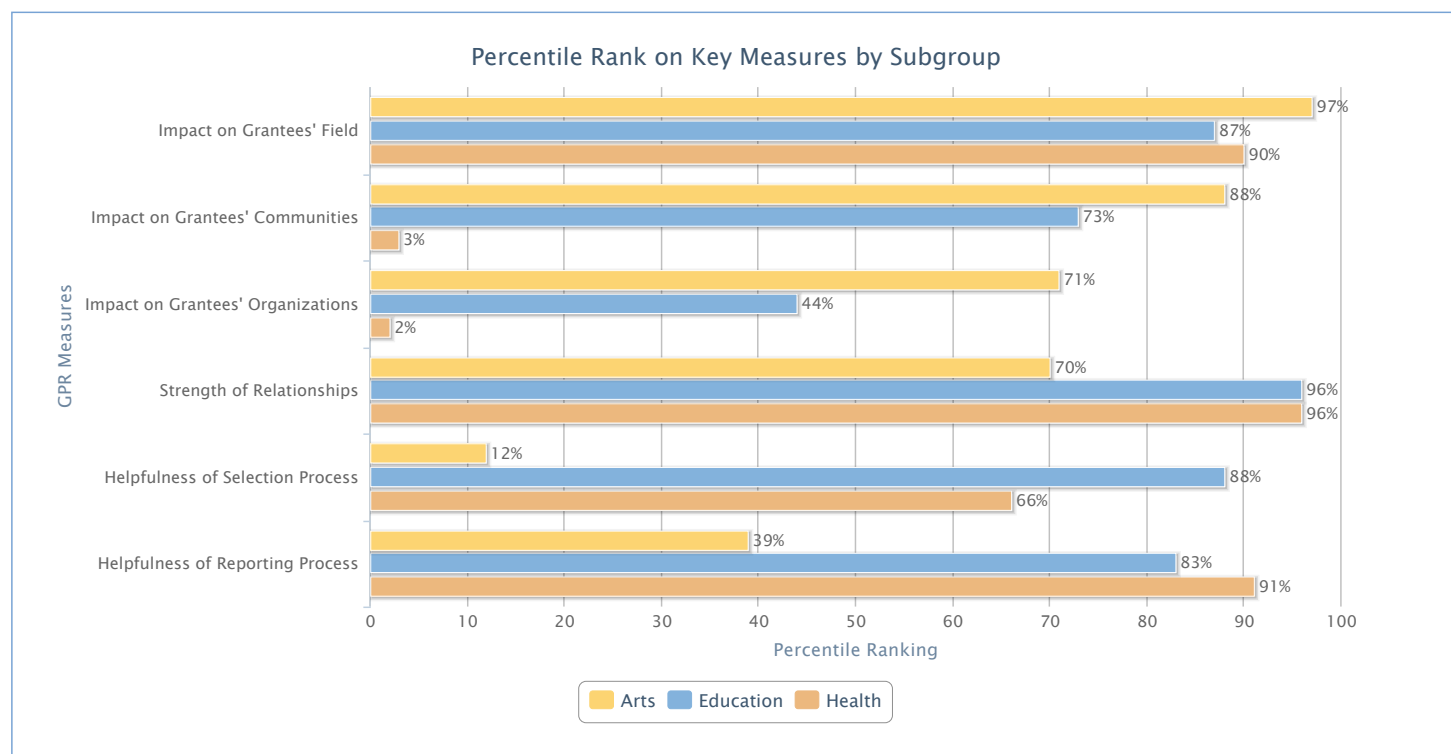
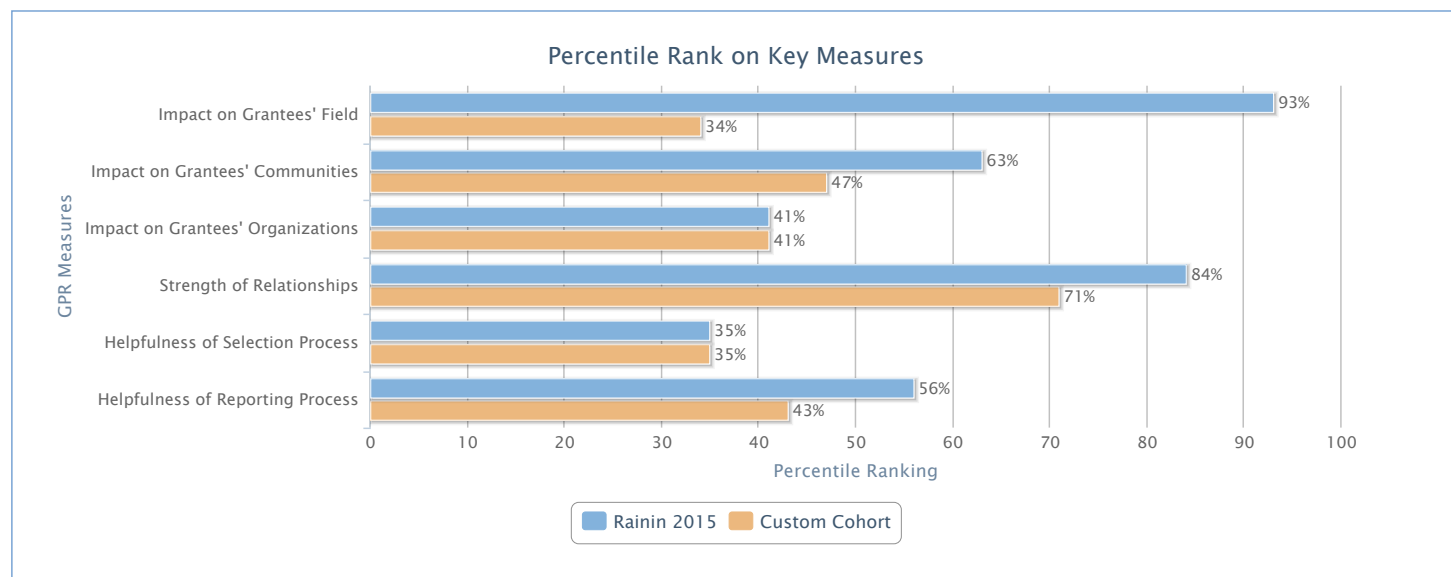
- » Impact on their local communities
- » Impact on their organizations
- » Selection process
- » Reporting/evaluation process

Summary of Differences by Subgroups

Program Area: Education grantees rate significantly higher than Art and Health grantees for many aspects of relationships with grantees, while Arts grantees rate significantly higher than Education and Health grantees for most aspects of impact.

GPR Ratings Summary

The chart below shows Kenneth Rainin Foundation's percentile ranking on key areas of the GPR relative to CEP's overall comparative dataset, where 0% indicates the lowest rated funder, and 100% indicates the highest rated funder. Rankings are also shown for the median funder in Rainin's selected peer cohort.



Word Cloud

Grantees were asked, "At this point in time, what is one word that best describes the Foundation?" In the "word cloud" below, the size of each word indicates the frequency with which it was written by grantees. The color of each word is stylistic and not indicative of its frequency. Twelve grantees described Rainin as "Supportive," the most commonly used word.



This image was produced using a free tool available at www.tagxedo.com. Copyright (c) 2006, ComponentAce. <http://www.componentace.com>.

SURVEY POPULATION

Survey	Survey Fielded	Year of Active Grants	Number of Responses Received	Survey Response Rate
Rainin 2015	May and June 2015	2014	87	69%

Throughout this report, Kenneth Rainin Foundation's survey results are compared to CEP's broader dataset of more than 40,000 grantees built up over more than a decade of grantee surveys of more than 250 funders. The full list of participating funders can be found at <http://www.effectivephilanthropy.org/assessment-tools/gpr-apr>.

Subgroups

In addition to showing Rainin's overall ratings, this report shows ratings segmented by Program Area.

Program Area	Number of Responses
Arts	48
Education	23
Health	15

COMPARATIVE COHORTS

Customized Cohort

Rainin selected a set of 13 funders to create a smaller comparison group that more closely resembles Rainin in scale and scope.

Custom Cohort
Carrie Estelle Doheny Foundation
College Access Foundation of California
Community Foundation Sonoma County
East Bay Community Foundation
Kenneth Rainin Foundation
Leichtag Foundation
Levi Strauss Foundation
Omidyar Network
S. H. Cowell Foundation
Skoll Foundation
The Christensen Fund
The Ralph M. Parsons Foundation
Walter and Elise Haas Fund

Standard Cohorts

CEP also included standard cohorts to allow for comparisons to a variety of different types of funders. A full list of standard cohorts and descriptions is below.

Strategy Cohorts

Cohort Name	Count	Description
Small Grant Providers	44	Funders with median grant size of \$20K or less
Large Grant Providers	48	Funders with median grant size of \$200K or more
High Touch Funders	21	Funders for which a majority of grantees report having contact with their primary contact monthly or more often
Intensive Non-Monetary Assistance Providers	30	Funders that provide at least 30% of grantees with comprehensive or field-focused assistance as defined by CEP
Proactive Grantmakers	45	Funders that make at least 90% of grants proactively
Reactive Grantmakers	44	Funders that make at most 10% of grants proactively
International Funders	37	Funders with an international scope of work

Annual Giving Cohorts

Cohort Name	Count	Description
Funders Giving Less Than \$5 Million	52	Funders with annual giving of less than \$5 million
Funders Giving \$50 Million Or More	47	Funders with annual giving of \$50 million or more

Foundation Type Cohorts

Cohort Name	Count	Description
Private Foundations	125	All private foundations in the GPR dataset
Family Foundations	43	All family foundations in the GPR dataset
Community Foundations	31	All community foundations in the GPR dataset
Health Conversion Foundations	25	All health conversation foundations in the GPR dataset
Corporate Foundations	16	All corporate foundations in the GPR dataset

Other Cohorts

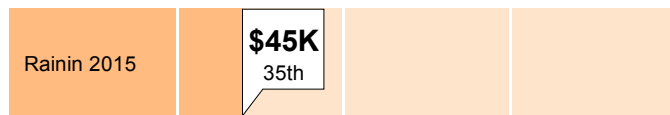
Cohort Name	Count	Description
Funders Outside the United States	20	Funders that are primary based outside the United States
Recently Established Foundations	41	Funders that were established in 2000 or later

GRANTMAKING CHARACTERISTICS

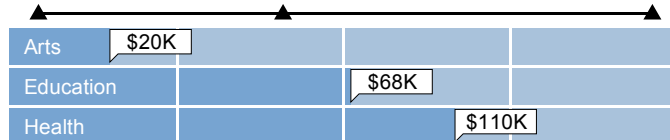
Foundations make different choices about the ways they organize themselves, structure their grants, and the types of grantees they support. The following charts and tables show some of these important characteristics. The information is based on self-reported data from funders and grantees, and further detail is available in the Contextual Data section of this report.

MEDIAN GRANT SIZE

0th (\$2K) 25th (\$35K) 50th (\$60K) 75th (\$150K) 100th (\$2142K)



Custom Cohort

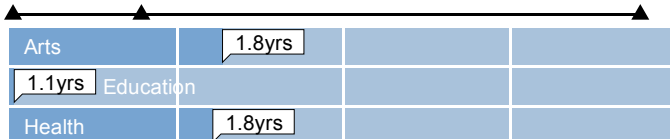


AVERAGE GRANT LENGTH

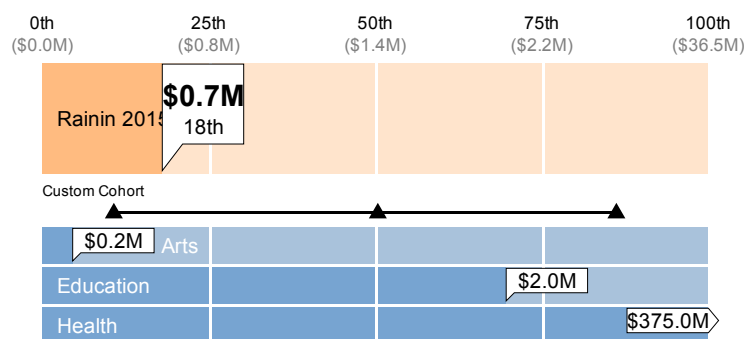
0th (1.1yrs) 25th (1.7yrs) 50th (2.1yrs) 75th (2.6yrs) 100th (5.9yrs)



Custom Cohort



TYPICAL ORGANIZATIONAL BUDGET



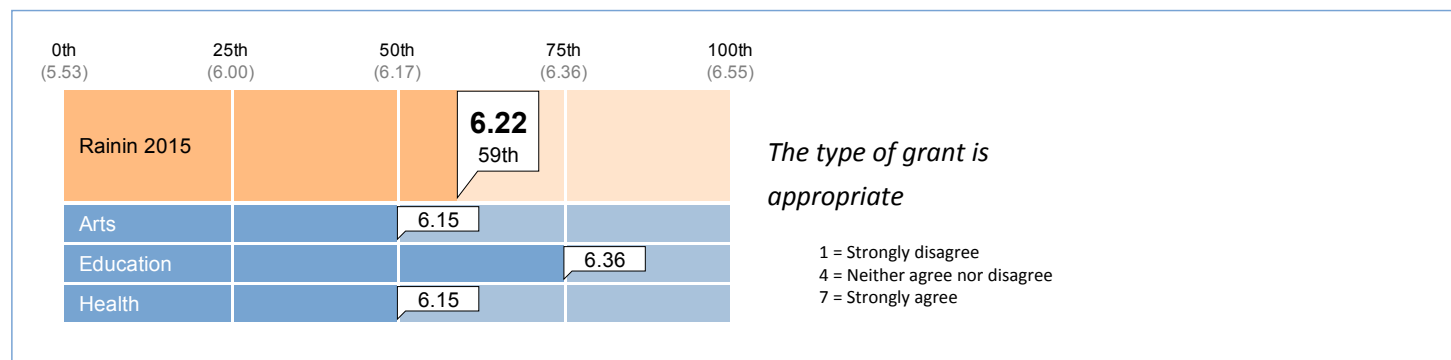
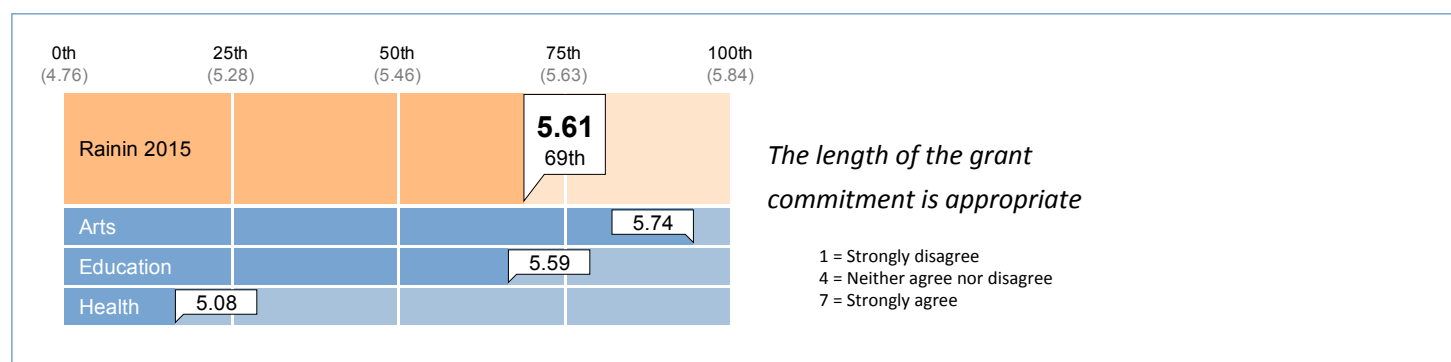
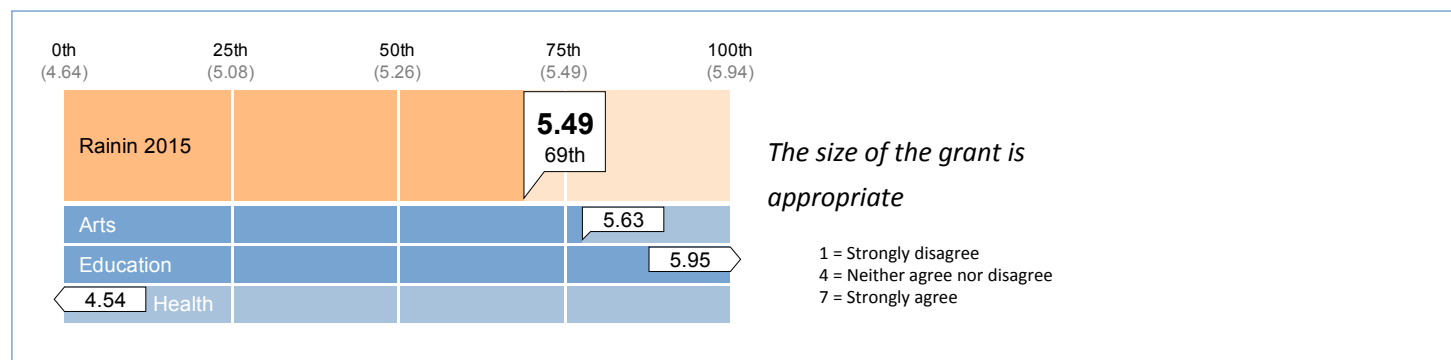
Type of Support (Overall)	Rainin 2015	Average Funder	Custom Cohort
Percent of grantees receiving general operating/core support	9%	20%	21%
Percent of grantees receiving program/project support	79%	65%	63%
Percent of grantees receiving other types of support	11%	15%	17%

Grant History (Overall)	Rainin 2015	Average Funder	Custom Cohort
Percentage of first-time grants	43%	29%	32%

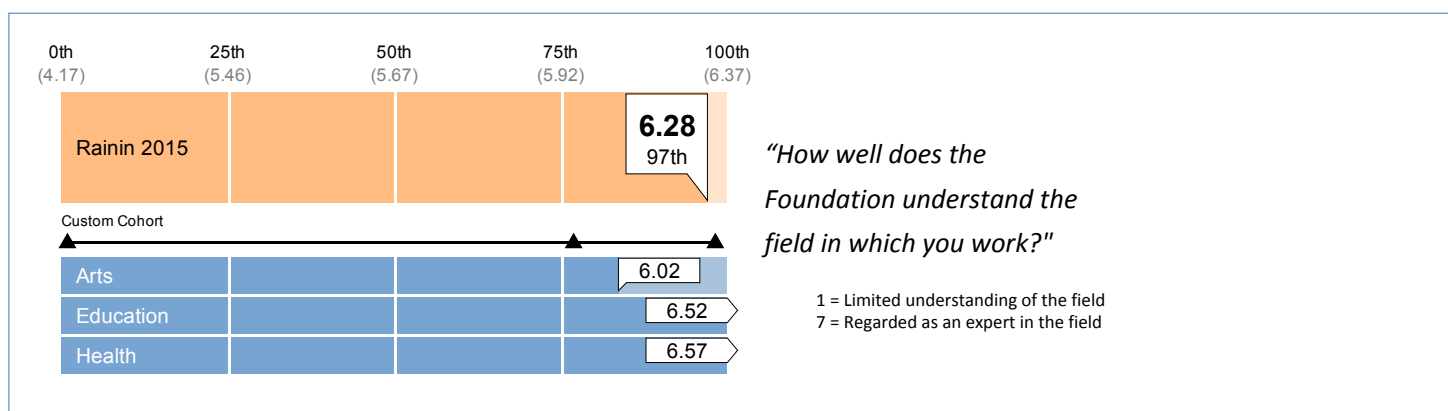
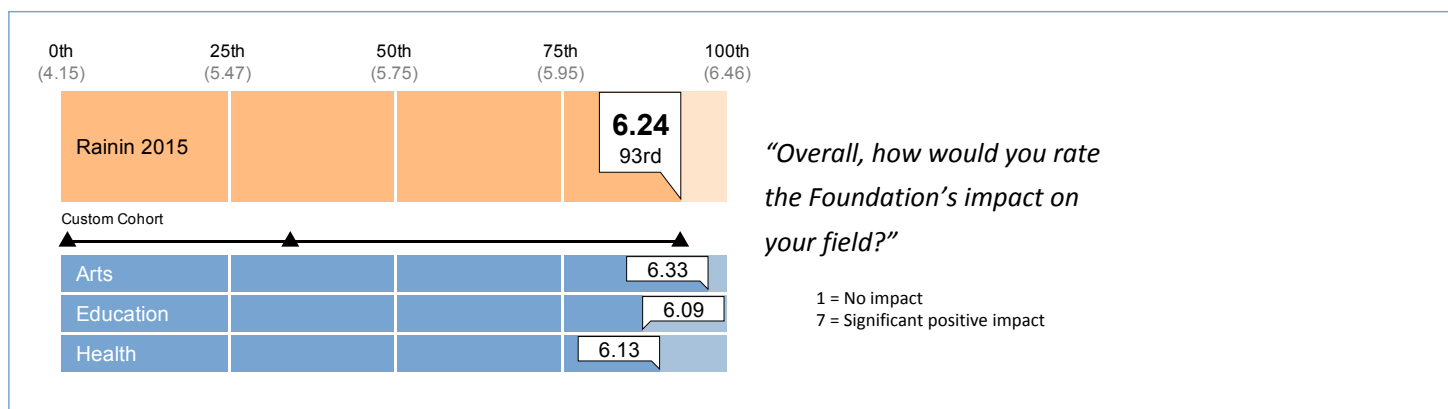
Program Staff Load (Overall)	Rainin 2015	Median Funder	Custom Cohort
Dollars awarded per program staff full-time employee	\$1.1M	\$2.7M	\$3.0M
Applications per program full-time employee	35	30	35
Active grants per program full-time employee	22	33	34

Grantmaking Characteristics and Impact

In order to achieve the specific results the Foundation expects to achieve through this grant...



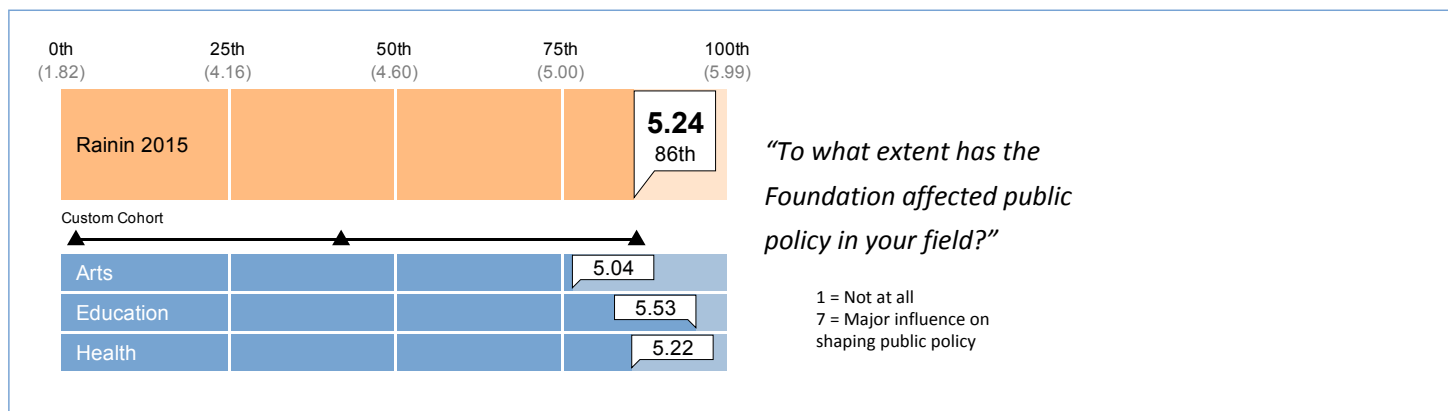
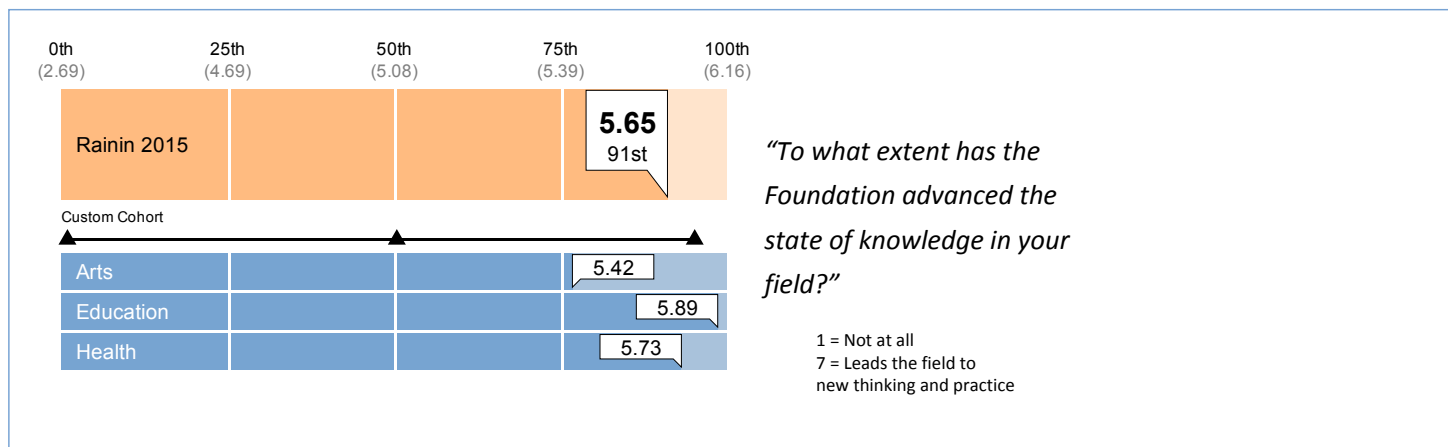
IMPACT ON AND UNDERSTANDING OF GRANTEES' FIELDS



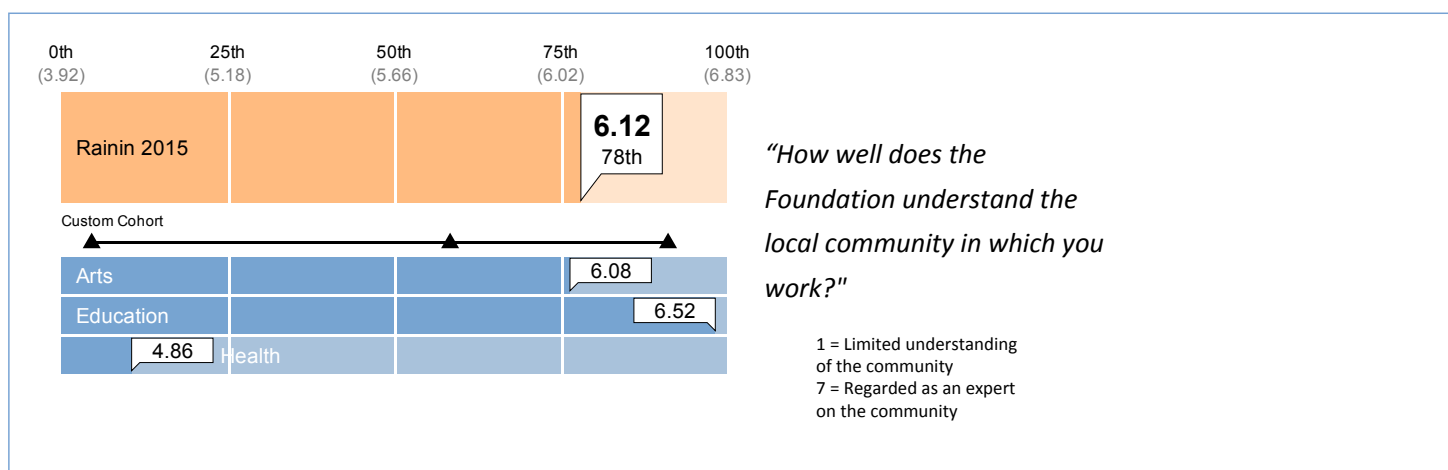
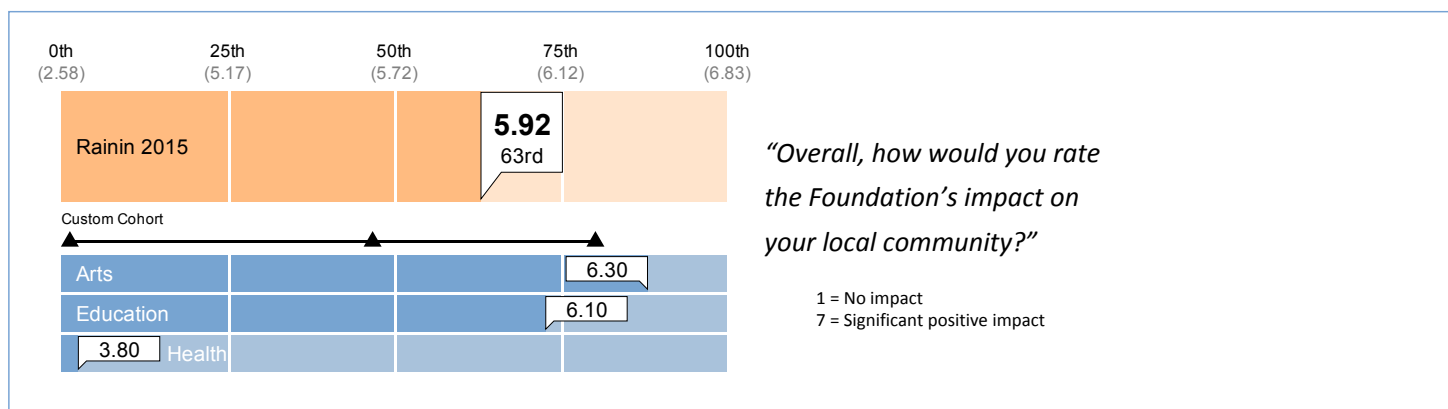
Selected Grantee Comments:

- » "The Rainin Foundation has had a significant impact on the arts field in the Bay Area."
- » "The KRF innovators and breakthrough awards have been supporting multiple but very diverse research programmes in inflammatory bowel disease (IBD). In our view this is a bold statement from KRF."
- » "The Foundation has become a regional, state-level, and national leader in the field of early learning.... Its approach to support, collaboration, and determined change, has enabled the Foundation to be a force to be reckoned with in the field."
- » "Rainin's innovative grantmaking programs allow the field to think about where it is going next instead of where it's currently at.... Rainin has been quick and agile in creating new grantmaking programs and establishing itself as a major player in the Bay Area arts ecosystem."

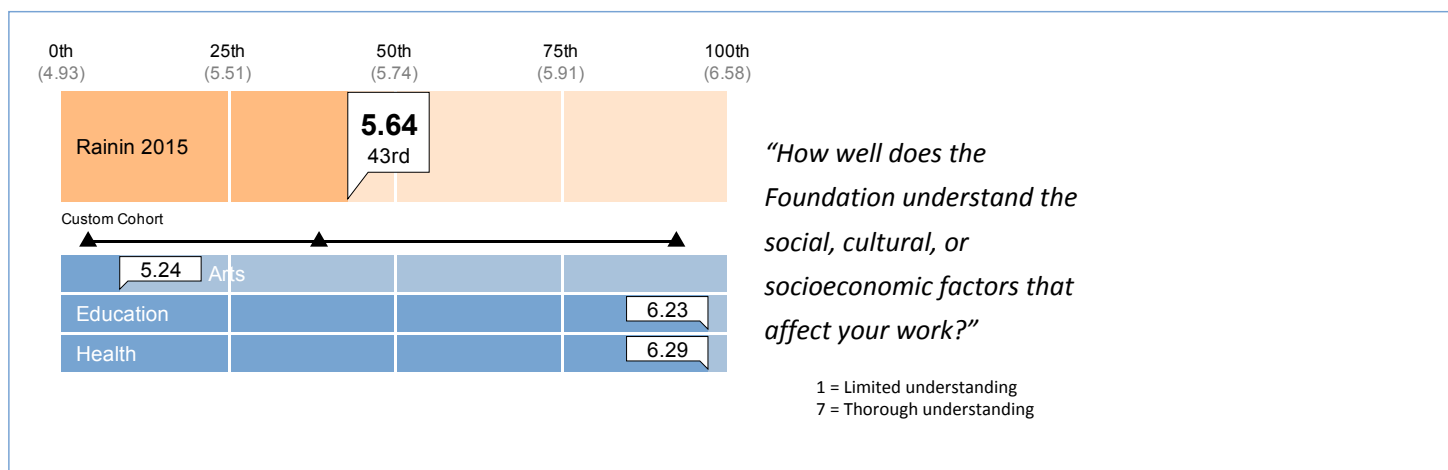
Advancing Knowledge and Public Policy



IMPACT ON AND UNDERSTANDING OF GRANTEES' LOCAL COMMUNITIES



Understanding of Contextual Factors



Selected Grantee Comments:

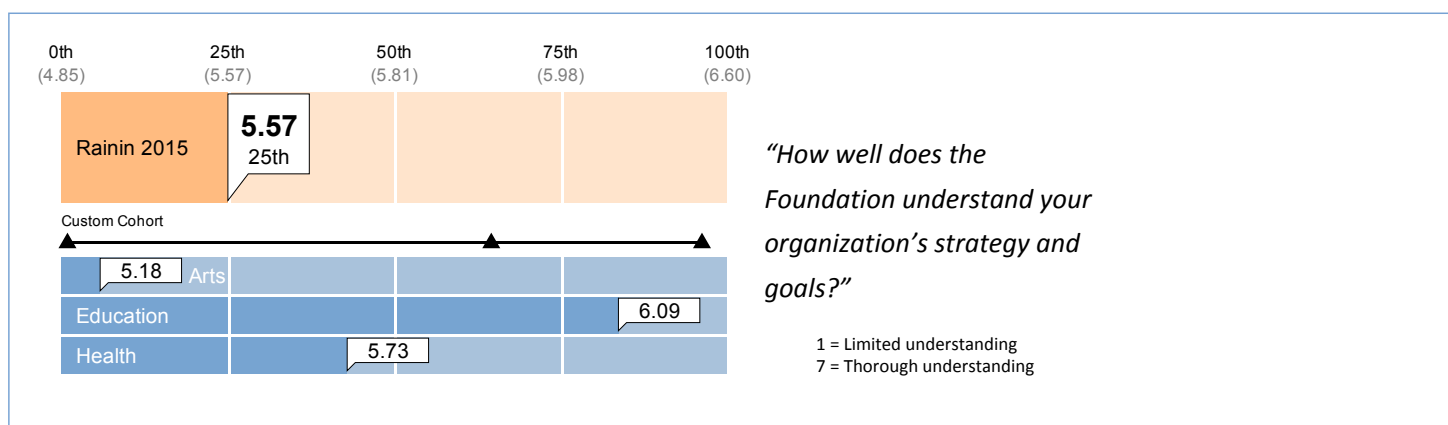
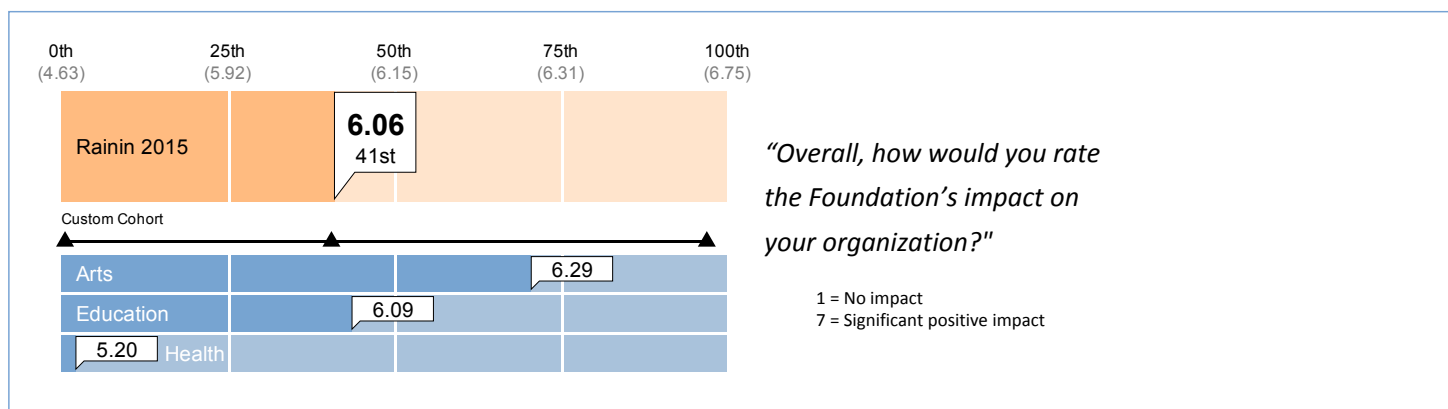
» "The Foundation is very forward thinking. They have a deep understanding of the arts community in the San Francisco Bay Area and they are offering new and innovative strategies to address the on-going issues that we face. Their work with the City and other funders concerning the Central Market transformation is admirable."

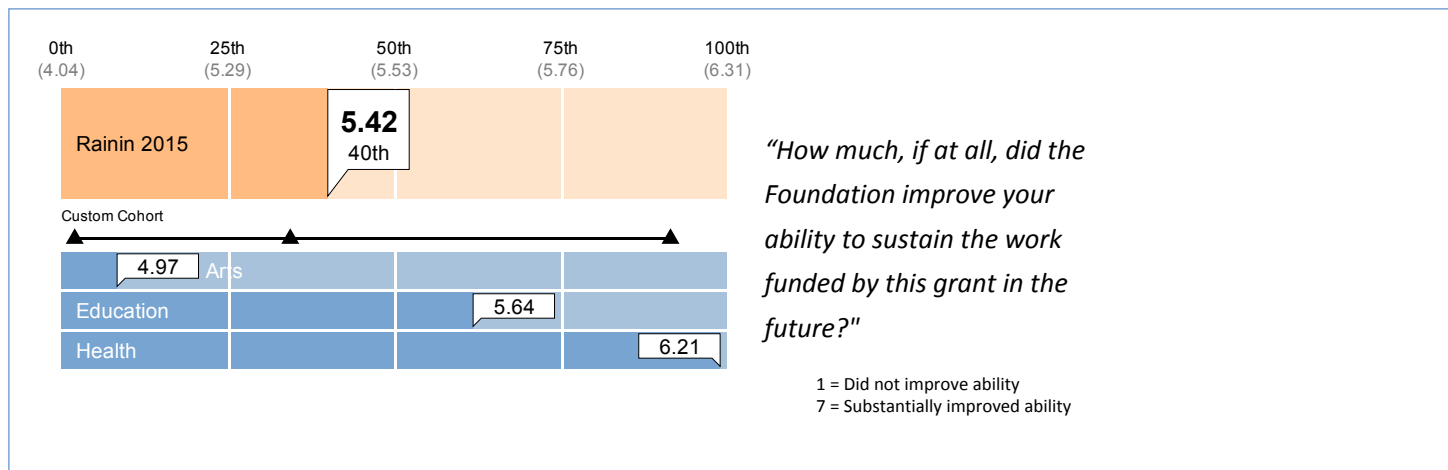
» "The Rainin Foundation is demonstrating what it takes, over time, to make change in a local community around educational opportunities for your youngest children."

» "In Oakland, the Rainin Foundation is viewed as the stand out organization helping effect better outcomes for young learners...by advocating for and supporting programs that will have the greatest impact in communities of greatest need."

» "I believe that the Kenneth Rainin Foundation is one of the main drivers in creating a thriving performing arts community in the Bay Area. I hope that they will turn their focus more towards Oakland, not only on San Francisco."

IMPACT ON AND UNDERSTANDING OF GRANTEES' ORGANIZATIONS





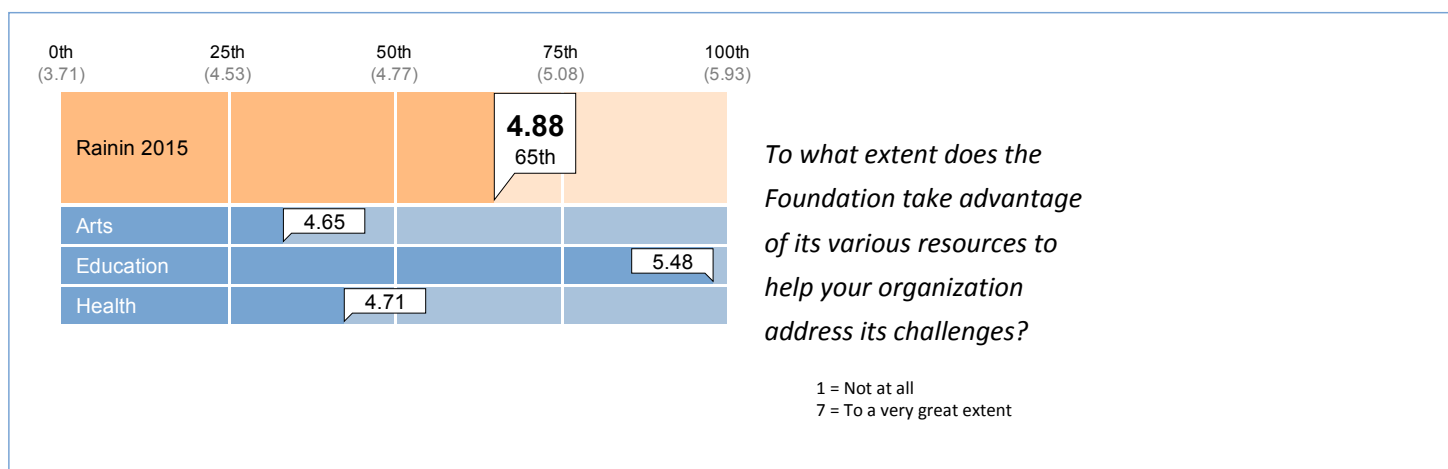
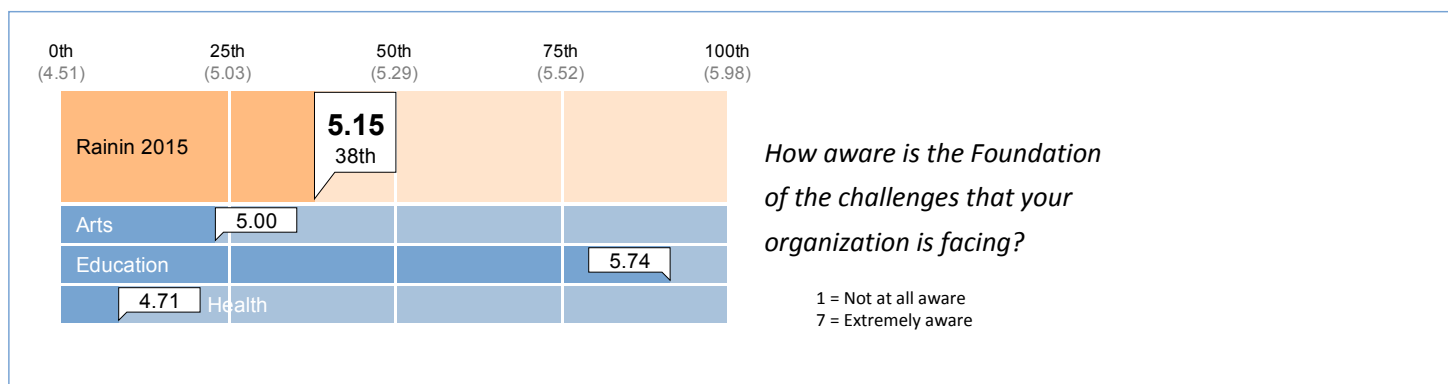
Selected Grantee Comments:

» "The Foundation serves as a partner...and supports our ability to provide high quality services. The Foundation is very responsive to our needs as an organization."

» "The Foundation is having a huge impact on our organization. We strive to have a great impact on families giving them the tools to be agents of change and with the support of the Foundation we would not be able to provide one of our high impact programs."

» "The Foundation's commitment to providing general operating support is rare and wonderful. This is the type of support that arts organizations need in order to succeed, and yet it is remarkably rare in the performing arts field, where nearly all the funding is project specific. The high overhead of working and creating art in the Bay Area, in particular, makes this critical."

Grantee Challenges



Effect of Grant on Organization

"Which of the following statements best describes the primary effect the receipt of this grant had on your organization's programs or operations?"

Primary Effect of Grant on Grantee's Organization (Overall)	Rainin 2015	Average Funder	Custom Cohort
Enhanced Capacity	22%	29%	28%
Expanded Existing Program Work	30%	26%	32%
Maintained Existing Program	18%	20%	18%
Added New Program Work	30%	25%	22%

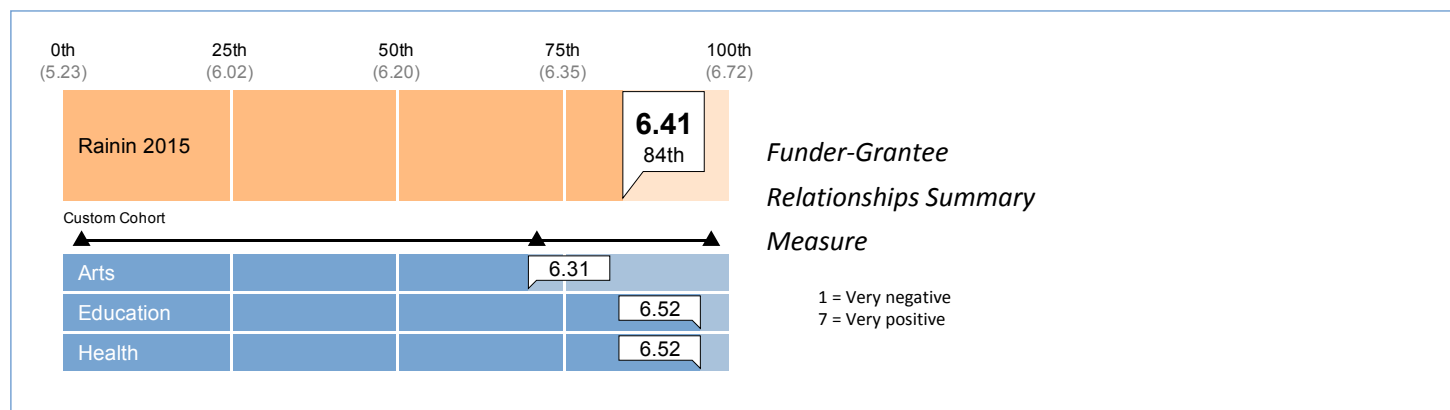
Primary Effect of Grant on Grantee's Organization (By Subgroup)	Arts	Education	Health
Enhanced Capacity	33%	5%	13%
Expanded Existing Program Work	31%	43%	13%
Maintained Existing Program	10%	29%	20%
Added New Program Work	26%	24%	53%

FUNDER-GRANTEE RELATIONSHIPS

Funder-Grantee Relationships Summary Measure

The quality of interactions and the clarity and consistency of communications together create the larger construct that CEP refers to as “relationships.” The relationships measure below is an average of grantee ratings on the following measures:

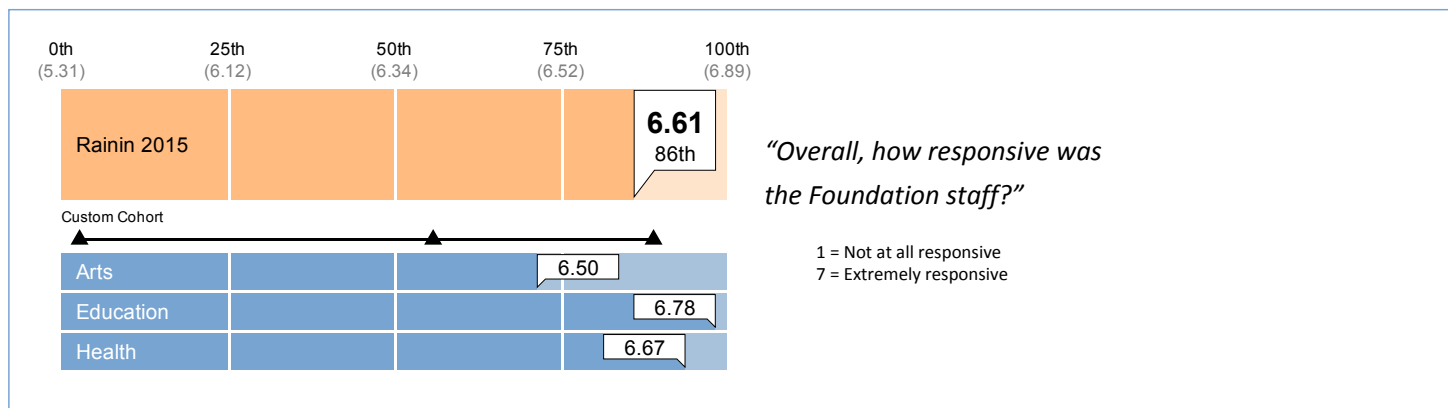
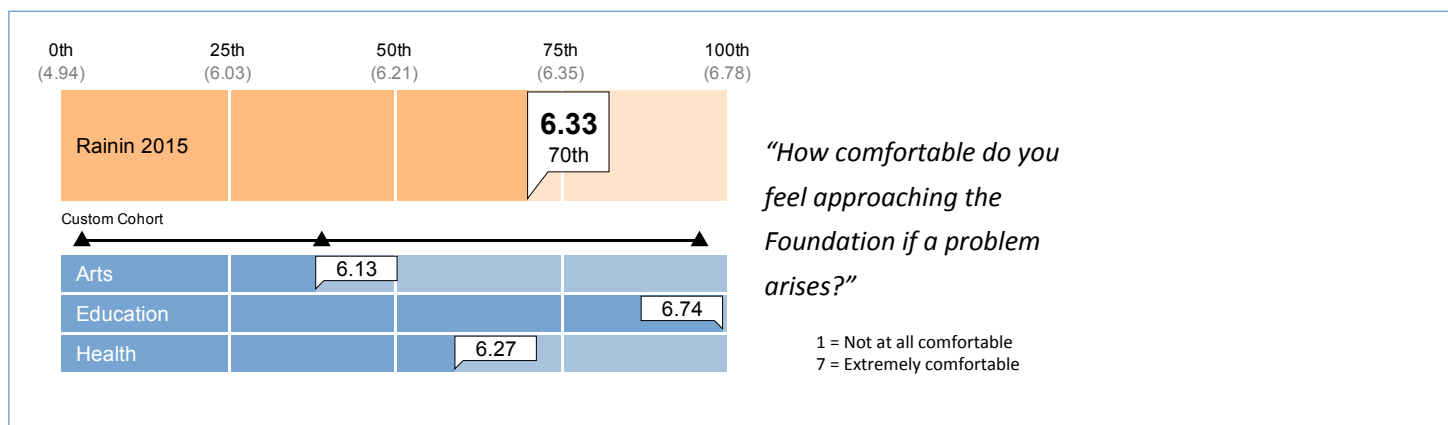
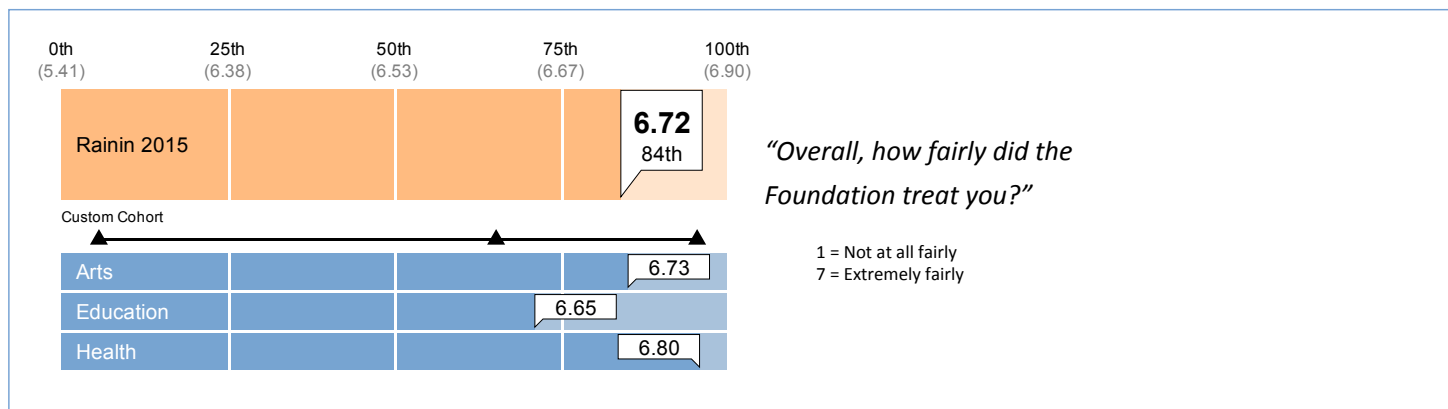
1. Fairness of treatment by the foundation
2. Comfort approaching the foundation if a problem arises
3. Responsiveness of foundation staff
4. Clarity of communication of the foundation’s goals and strategy
5. Consistency of information provided by different communications



Selected Grantee Comments:

- » "We appreciate the focused and personal interactions we have had with staff. They are strong thought-partners in our work and both understanding the investment landscape and community needs"
- » "The Foundation communicates in a very professional yet accessible manner and they are clear and consistent in their messaging."
- » "Foundation staff is very responsive to all communication we initiate, though they rarely if ever initiate communication with us."
- » "Rainin's communication with us has been mindfully timely and with an incredible willingness and understanding towards the flexibility needed to lead a small arts organization."
- » "From our very first interaction with Foundation program officers (a site visit) through various stages of granting (first project support and then capacity building), representatives of the Foundation have listened closely to the needs of our individual organization, but also to the needs of the field in general. We truly feel like they are 'on our team' and seek to support the field in very real, practical measures."

Quality of Interactions



Interaction Patterns

"How often do/did you have contact with your program officer during this grant?"

Frequency of Contact with Program Officer (Overall)	Rainin 2015	Average Funder	Custom Cohort
Weekly or more often	4%	2%	3%
A few times a month	9%	11%	10%
Monthly	16%	14%	14%
Once every few months	48%	51%	52%
Yearly or less often	22%	22%	22%

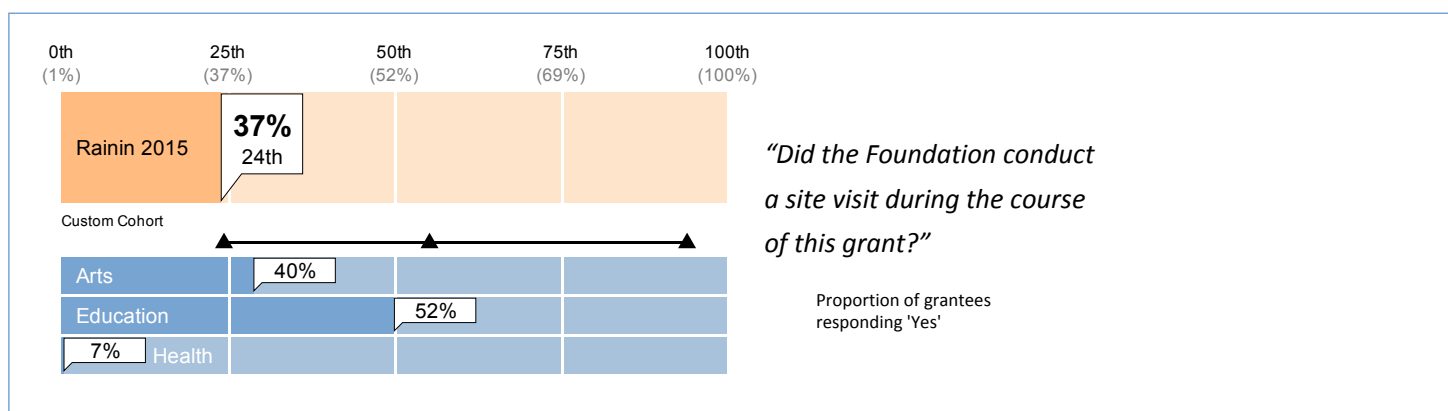
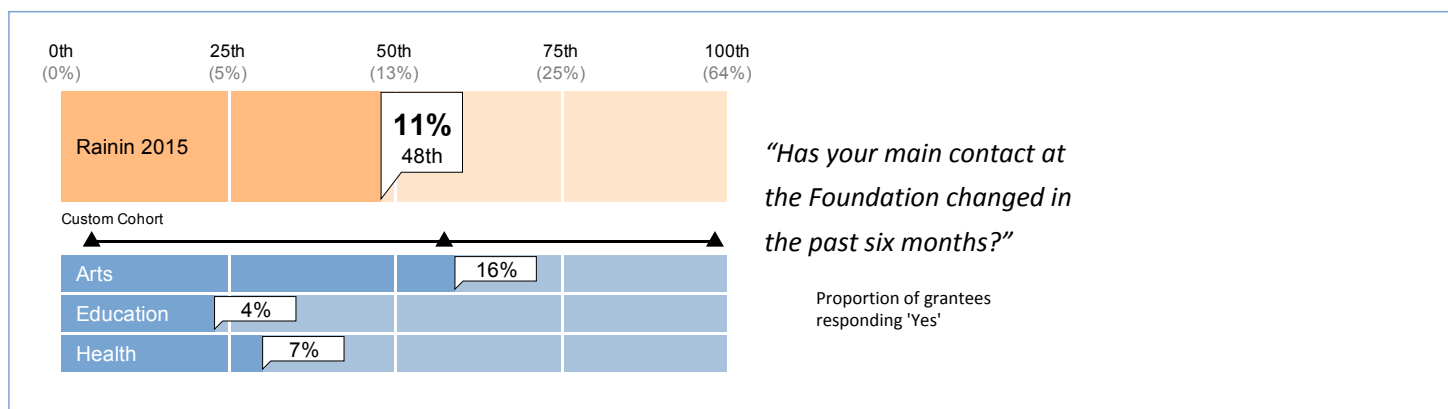
Frequency of Contact with Program Officer (By Subgroup)	Arts	Education	Health
Weekly or more often	2%	9%	0%
A few times a month	2%	32%	0%
Monthly	21%	18%	0%
Once every few months	51%	36%	60%
Yearly or less often	23%	5%	40%

"Who most frequently initiated the contact you had with your program officer?"

Initiation of Contact with Program Officer (Overall)	Rainin 2015	Average Funder	Custom Cohort
Program Officer	22%	15%	14%
Both of equal frequency	46%	49%	52%
Grantee	33%	36%	33%

Initiation of Contact with Program Officer (By Subgroup)	Arts	Education	Health
Program Officer	15%	13%	67%
Both of equal frequency	34%	74%	33%
Grantee	51%	13%	0%

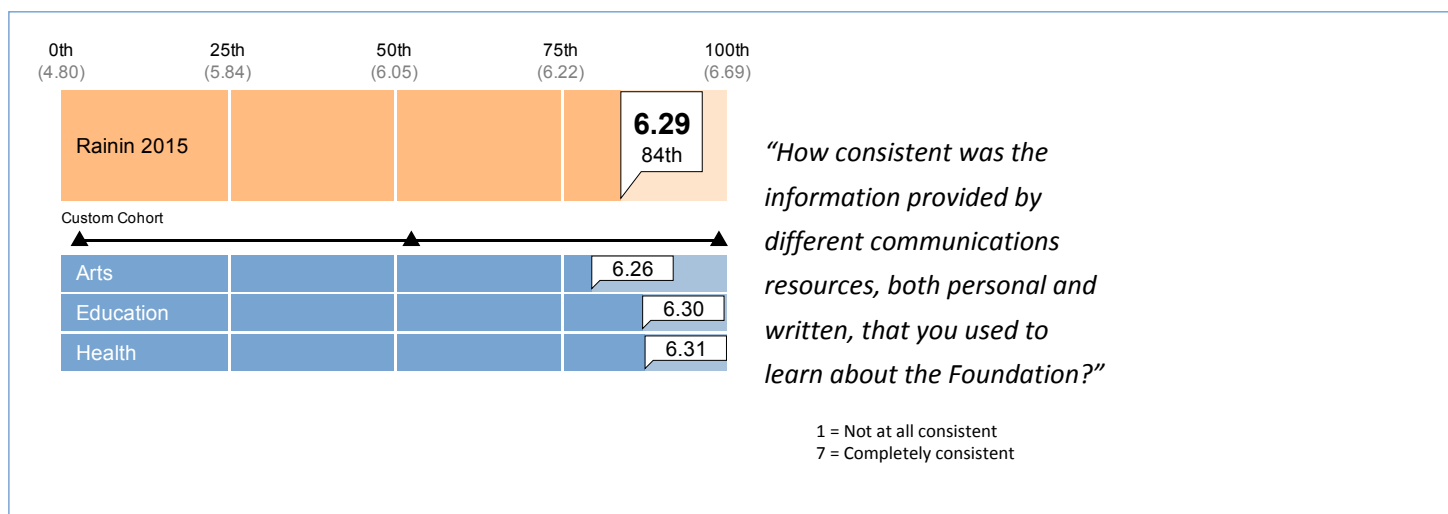
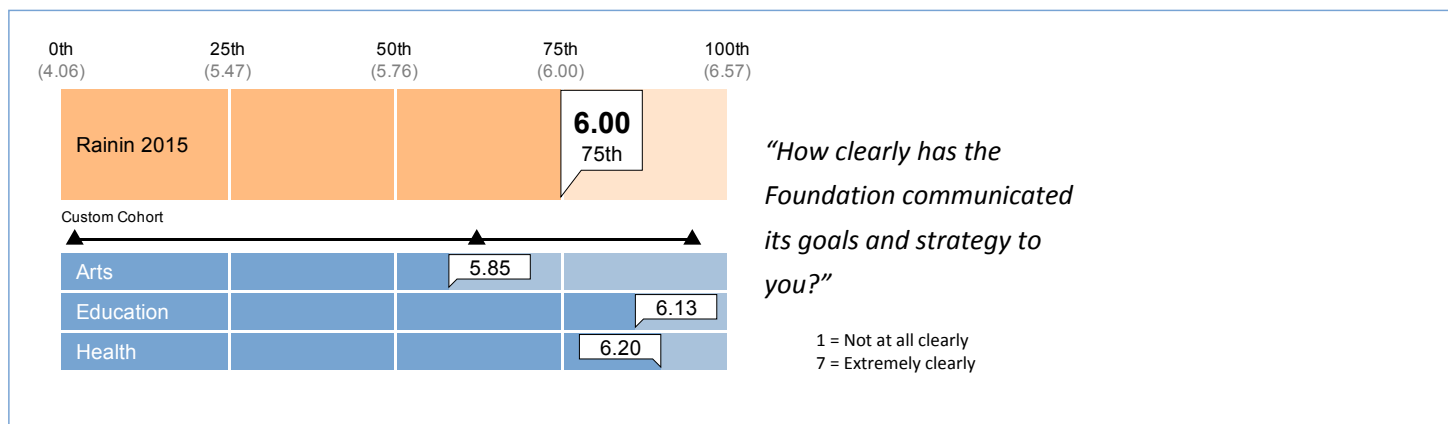
Contact Change and Site Visits



BEHIND THE NUMBERS

Kenneth Rainin grantees who report receiving a site visit rate the Foundation significantly more positively than grantees who did not receive a site visit on several measures, including impact on grantees' fields and communities, and the Foundation's helpfulness addressing their challenges.

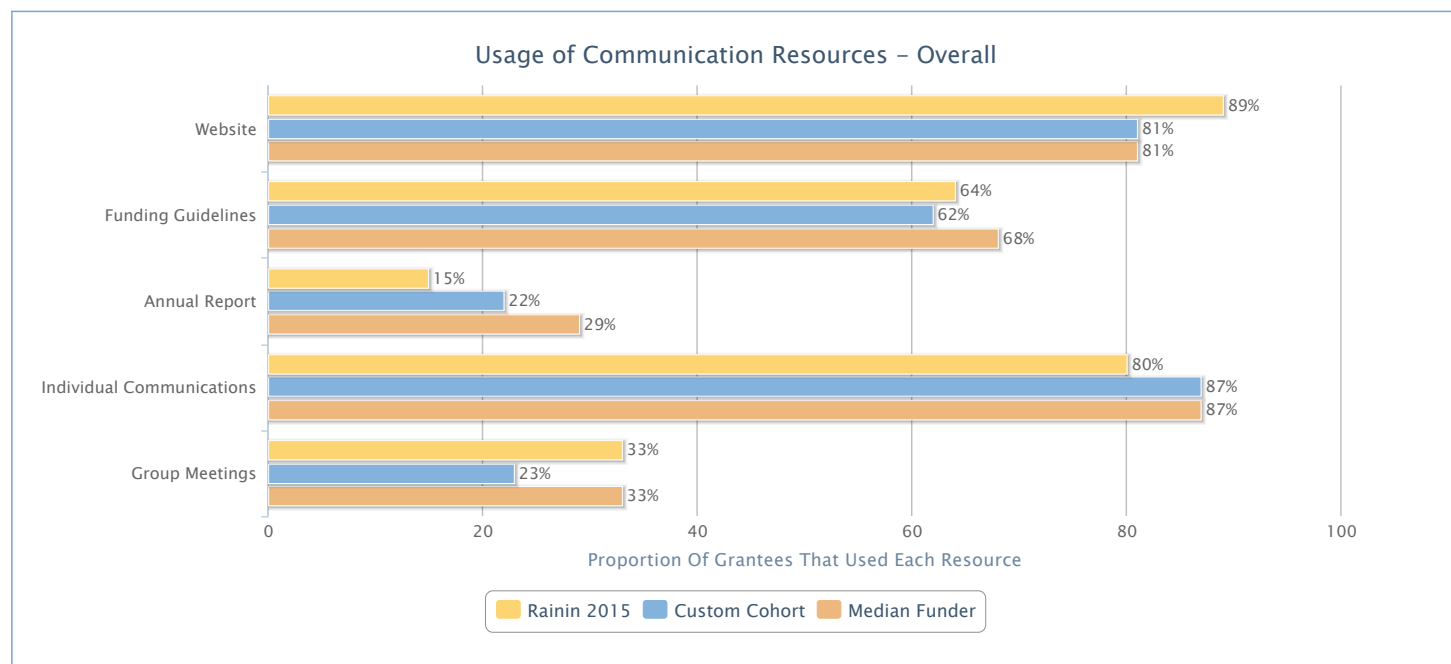
Foundation Communication



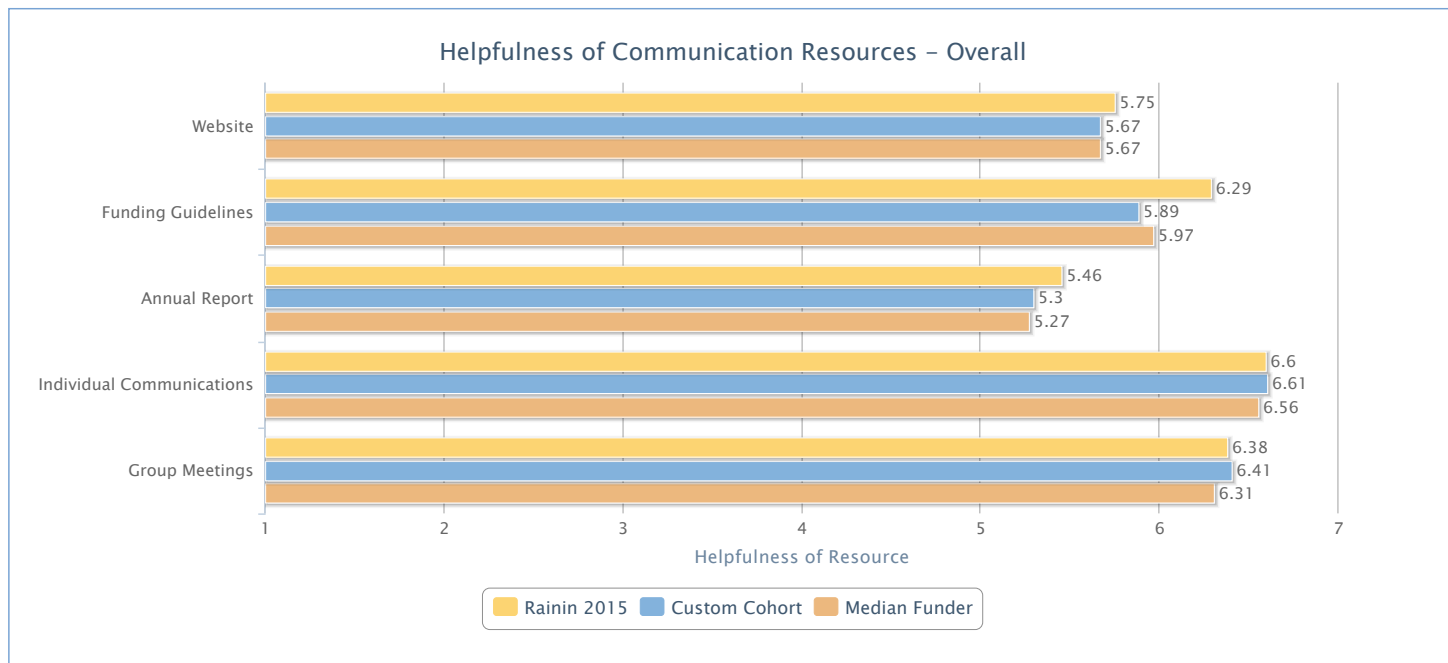
Communication Resources

Grantees were asked whether they used each of the following communications resources from Rainin and how helpful they found each resource. This chart shows the proportion of grantees who have used each resource.

"Please indicate whether you used any of the following resources, and if so how helpful you found each."

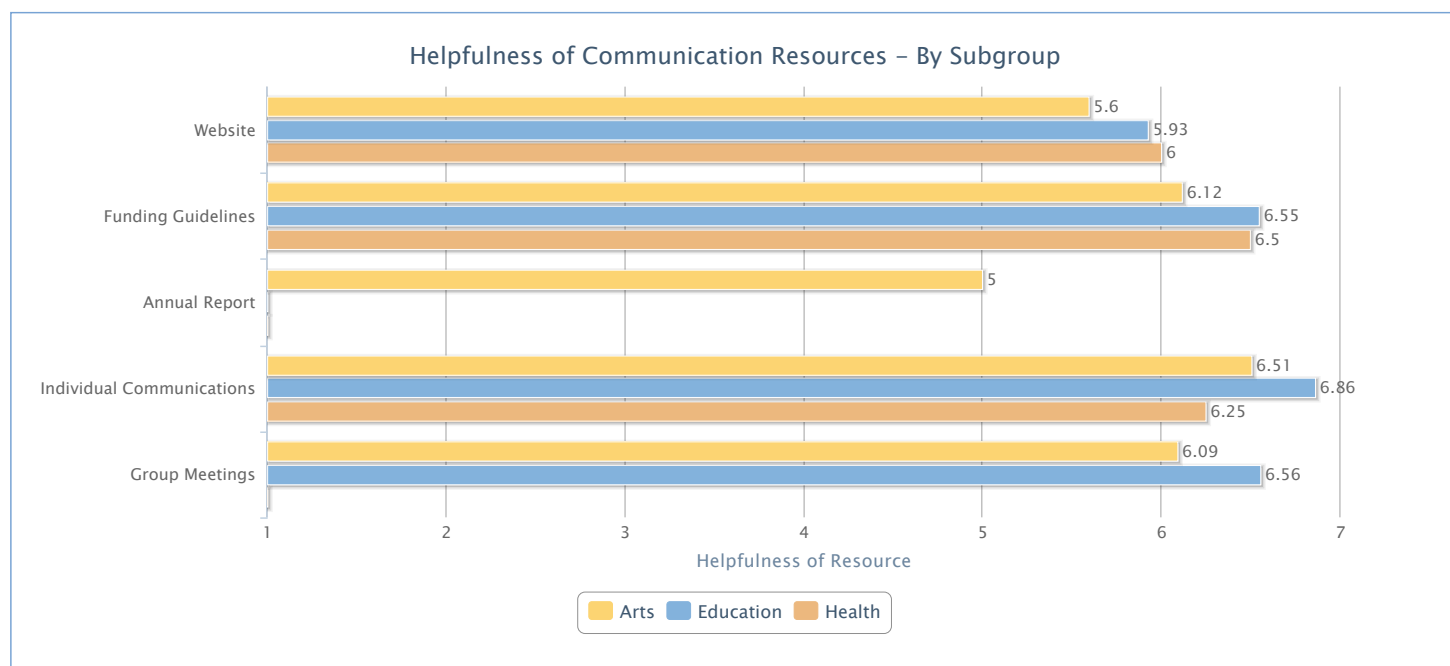
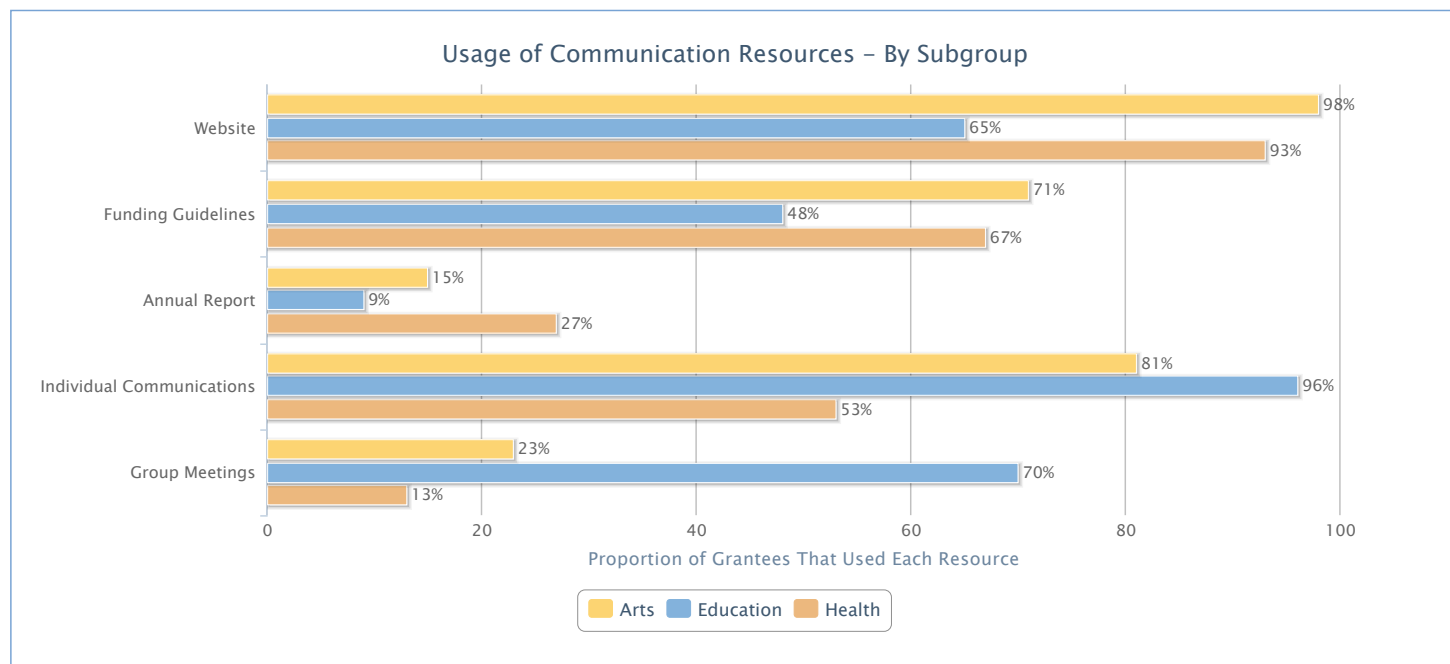


The chart below shows the perceived helpfulness of each resource, where 1 = "Not at all helpful" and 7 = "Extremely helpful."



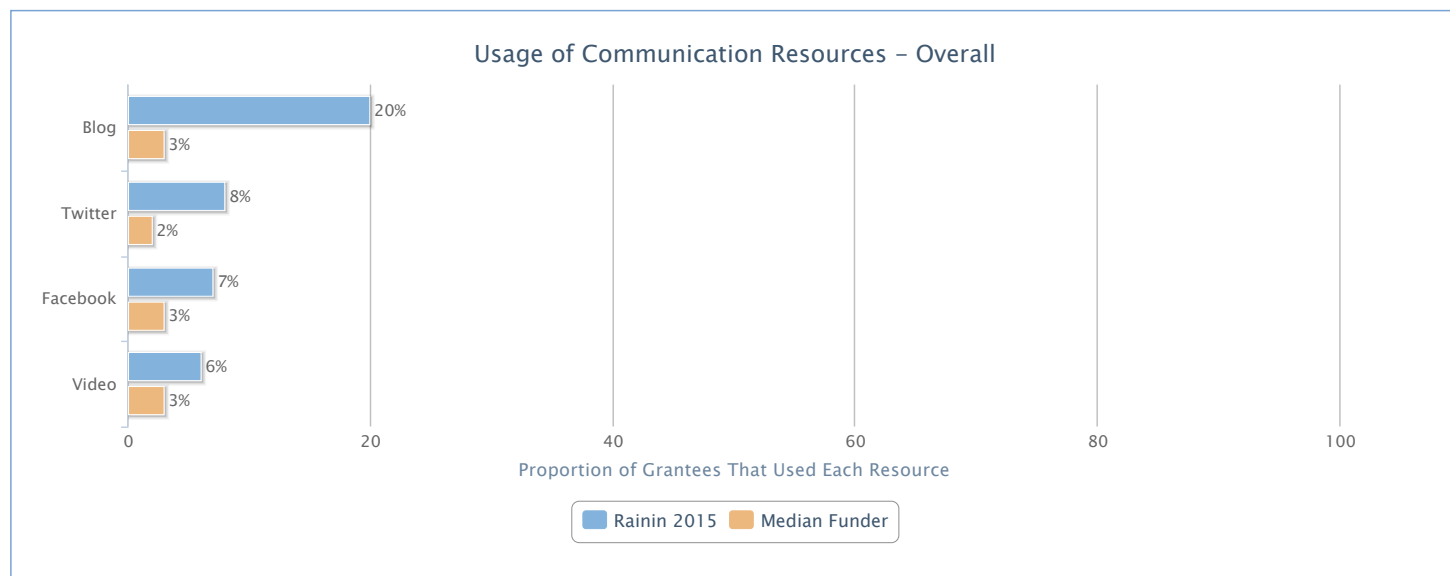
The following charts show the usage and helpfulness of communications resources segmented by subgroup.

"Please indicate whether you used any of the following resources, and if so how helpful you found each."

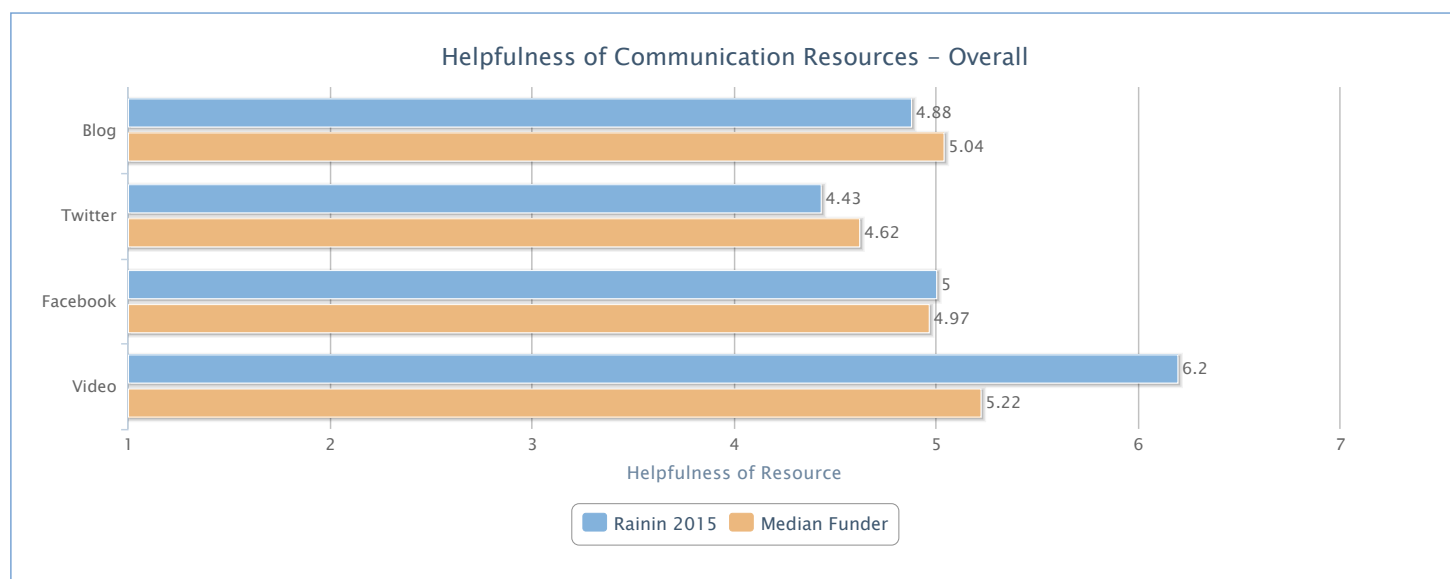


Social Media

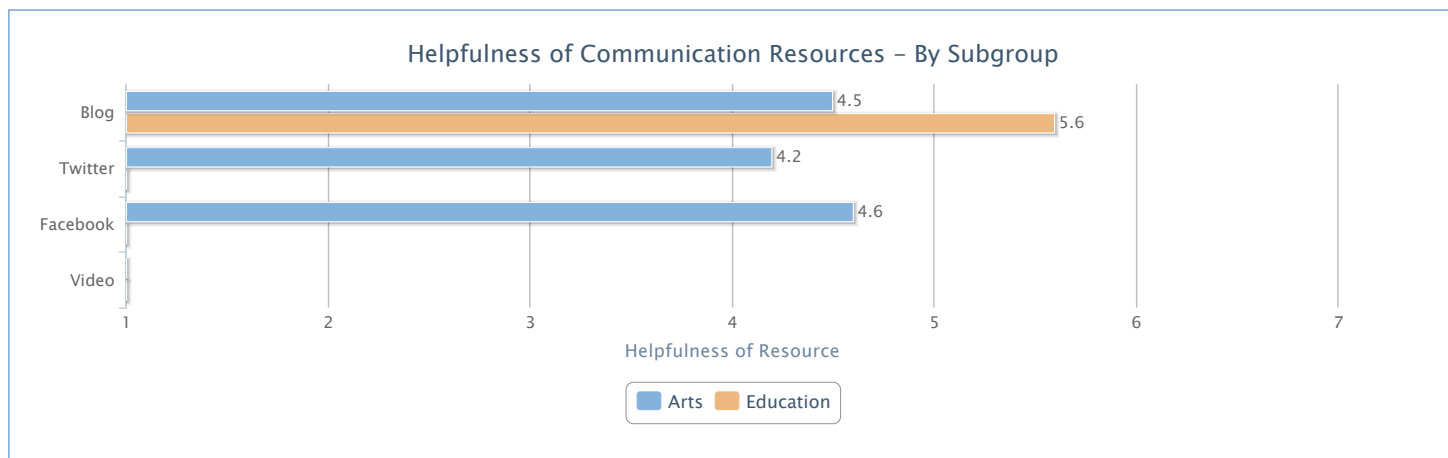
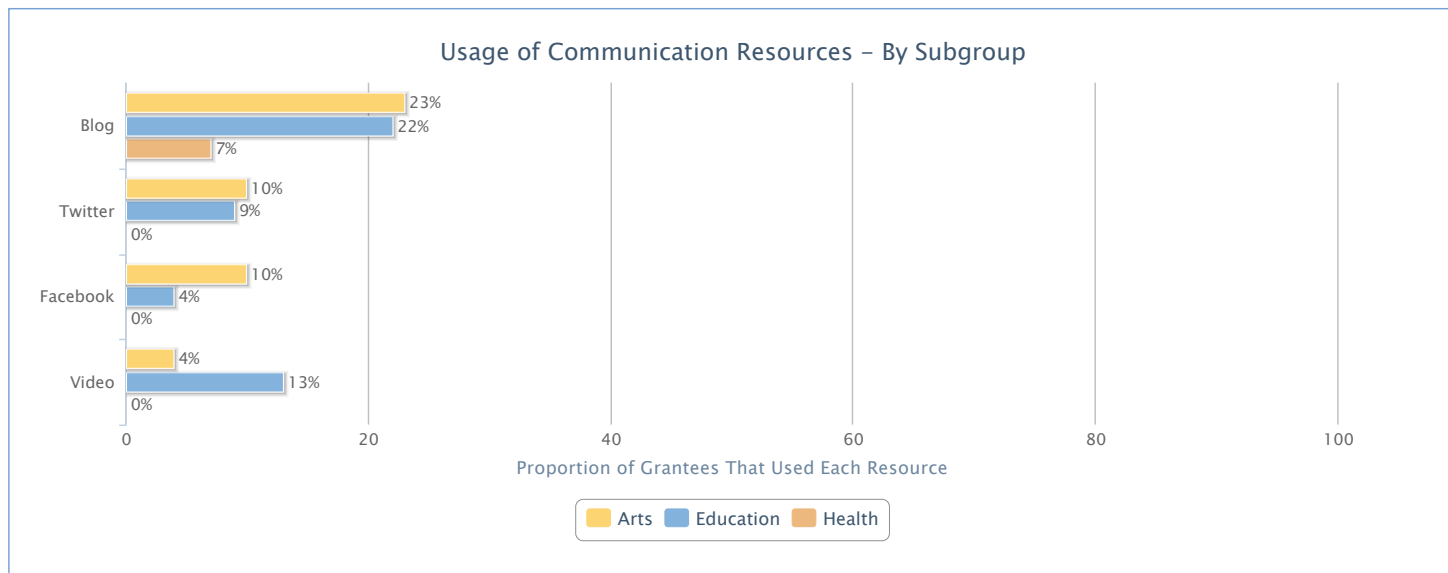
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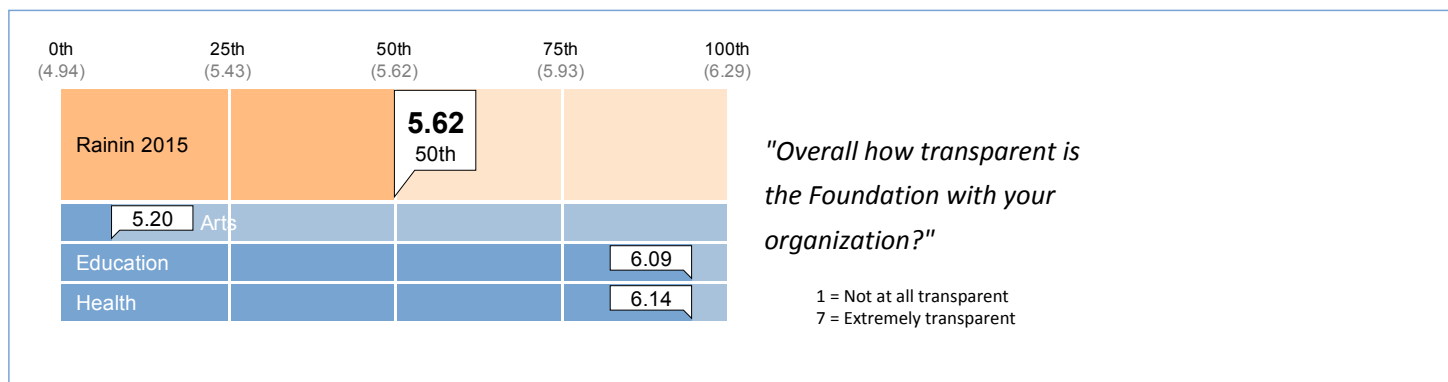
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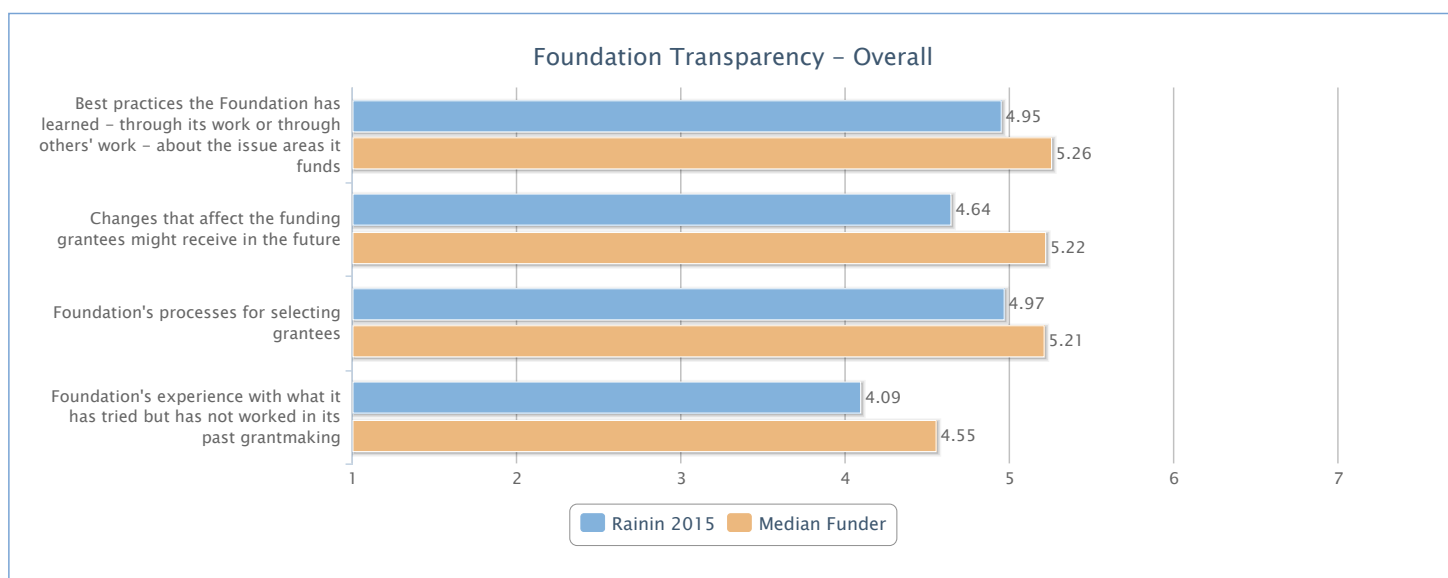
The charts below show the usage and perceived helpfulness of social media segmented by subgroup.



Funder Transparency

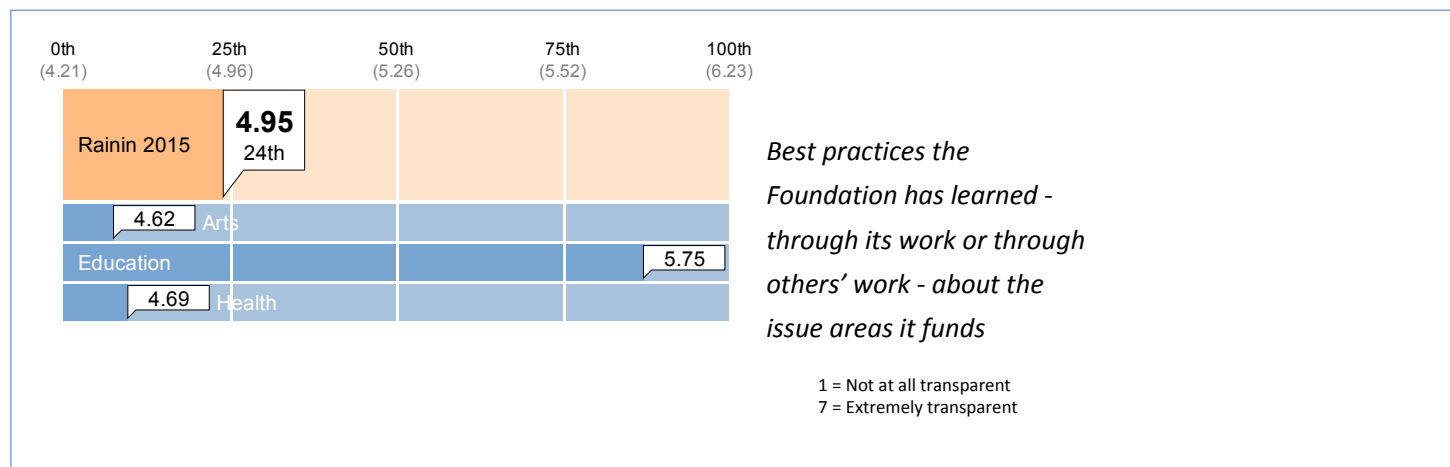
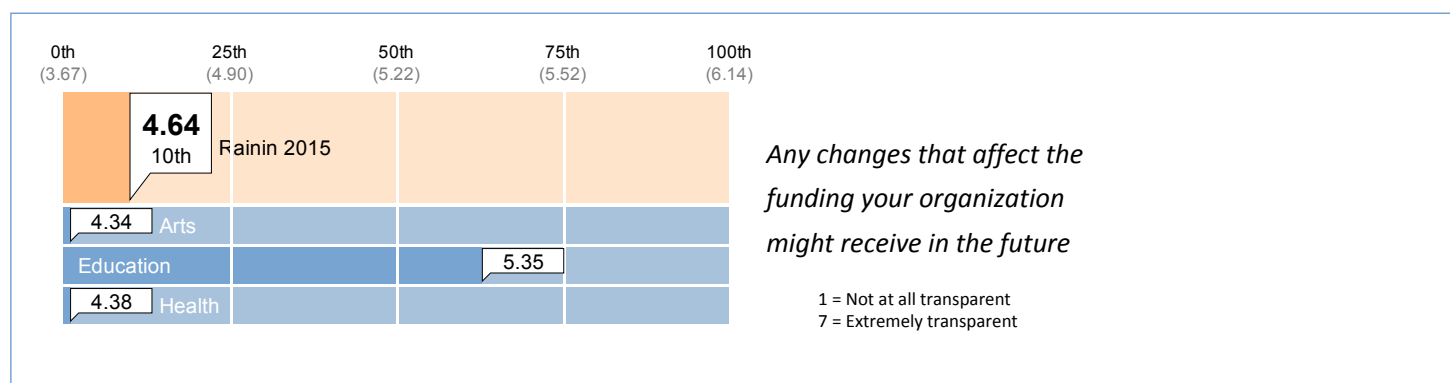
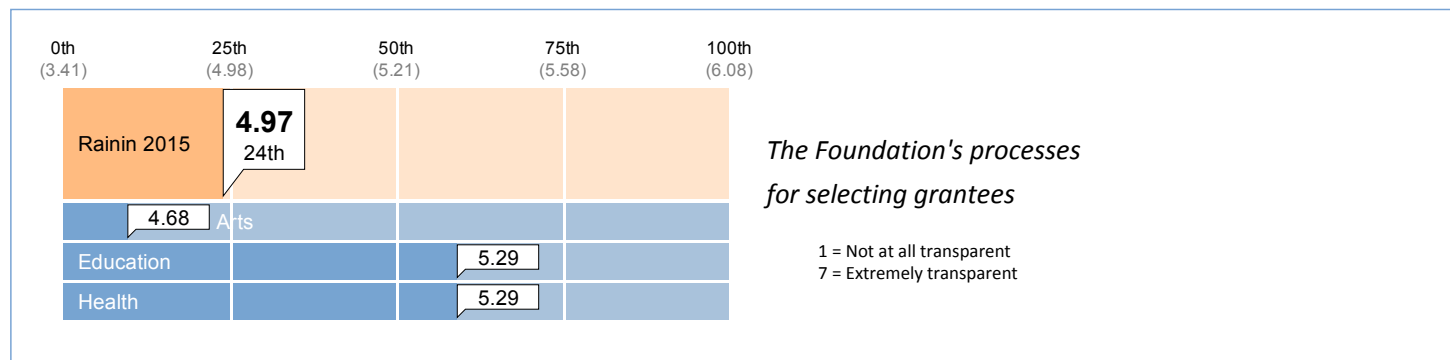


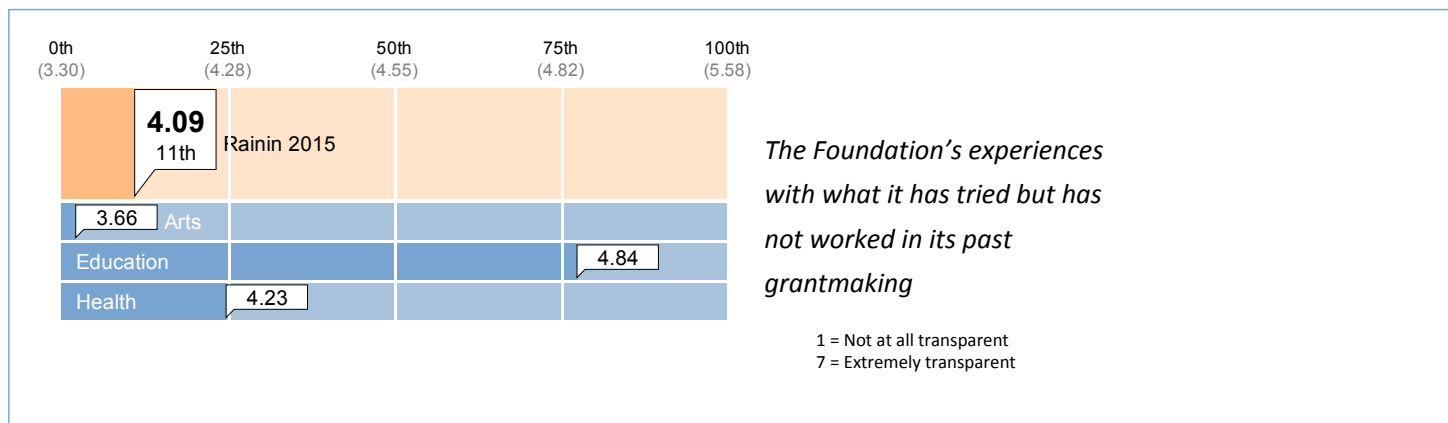
Grantees were asked to rate how transparent Rainin is in the following areas, where 1 = "Not at all transparent" and 7 = "Extremely transparent."



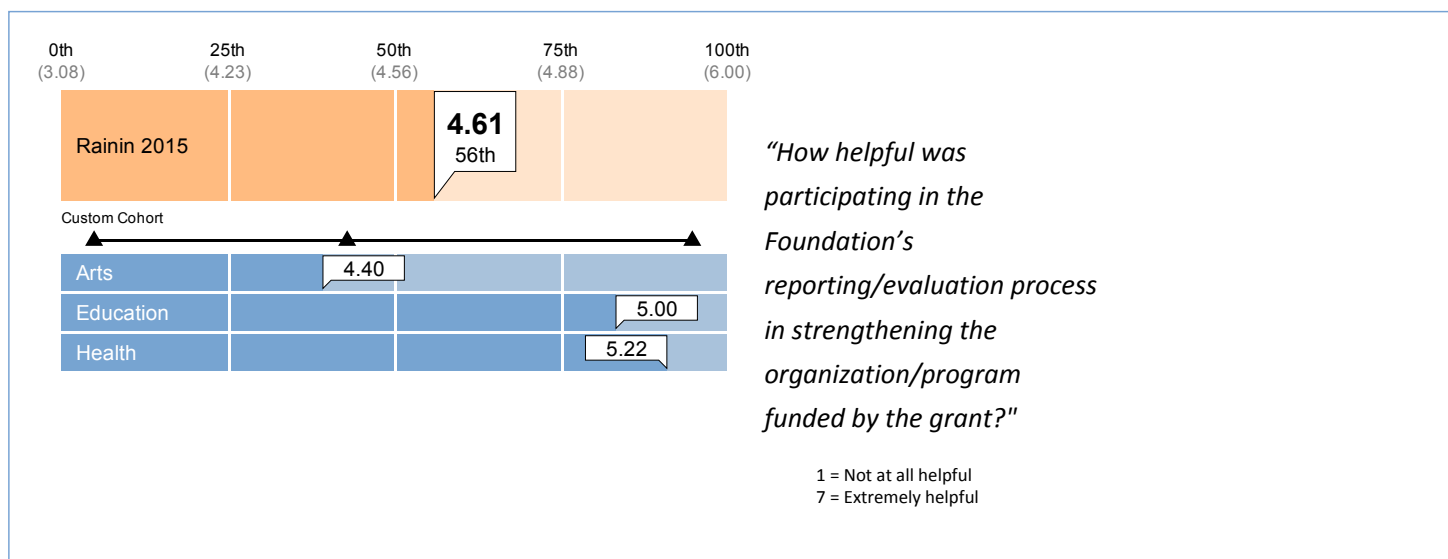
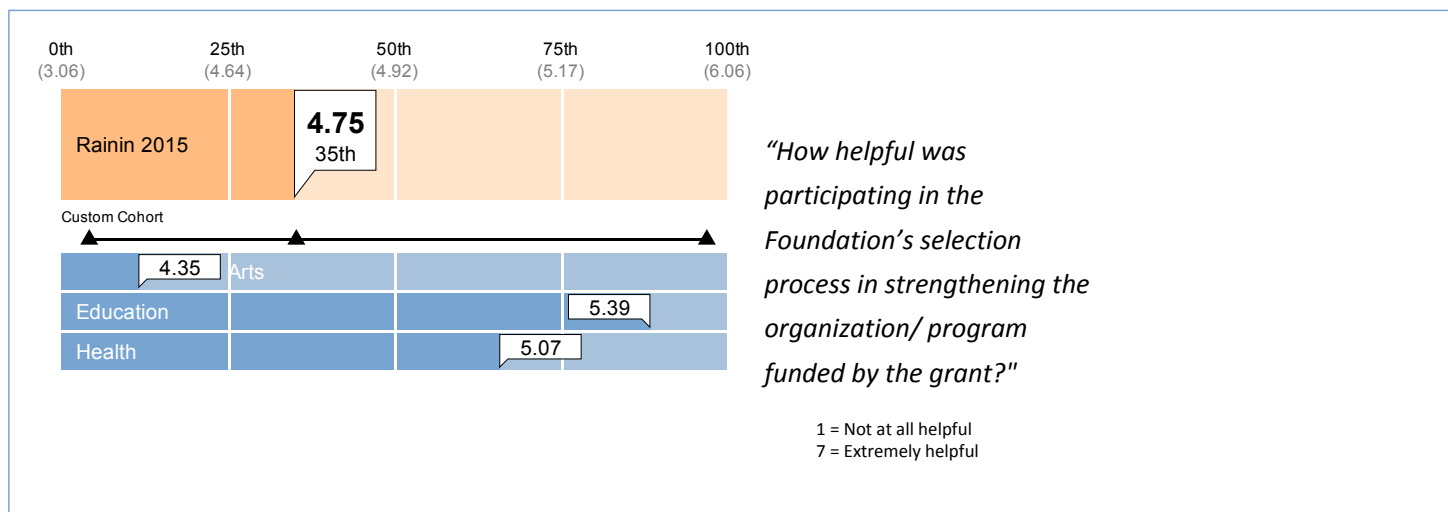
Aspects of Funder Transparency

The charts below show grantee ratings of Rainin's transparency in specific areas of its work.





GRANT PROCESSES

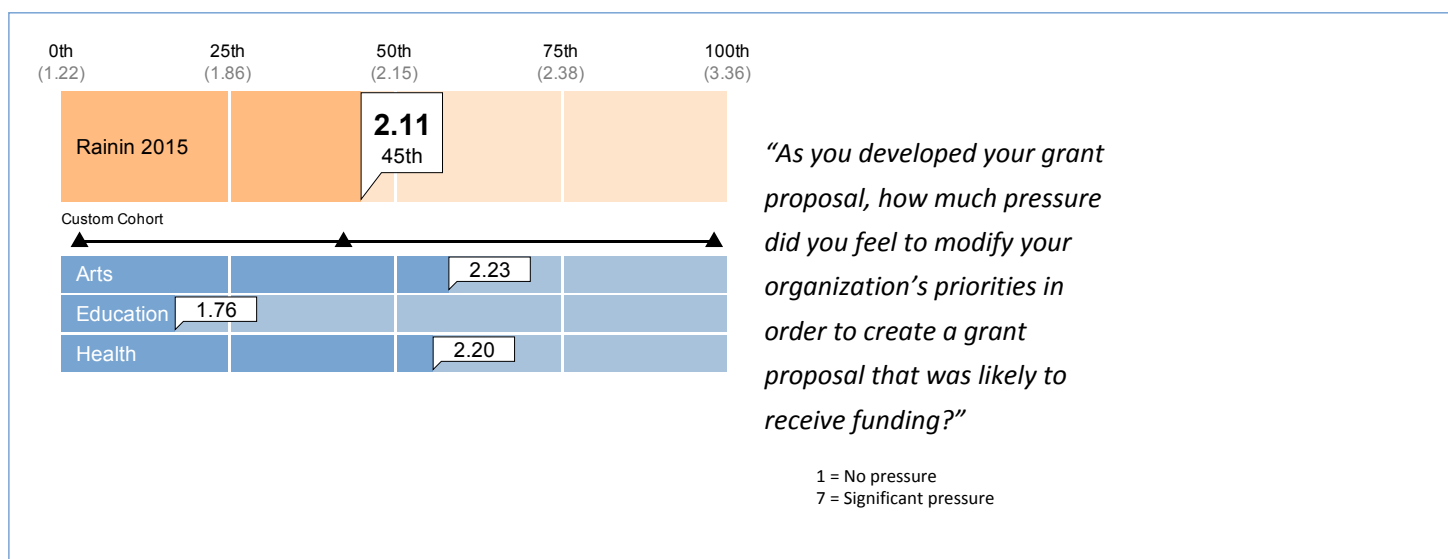
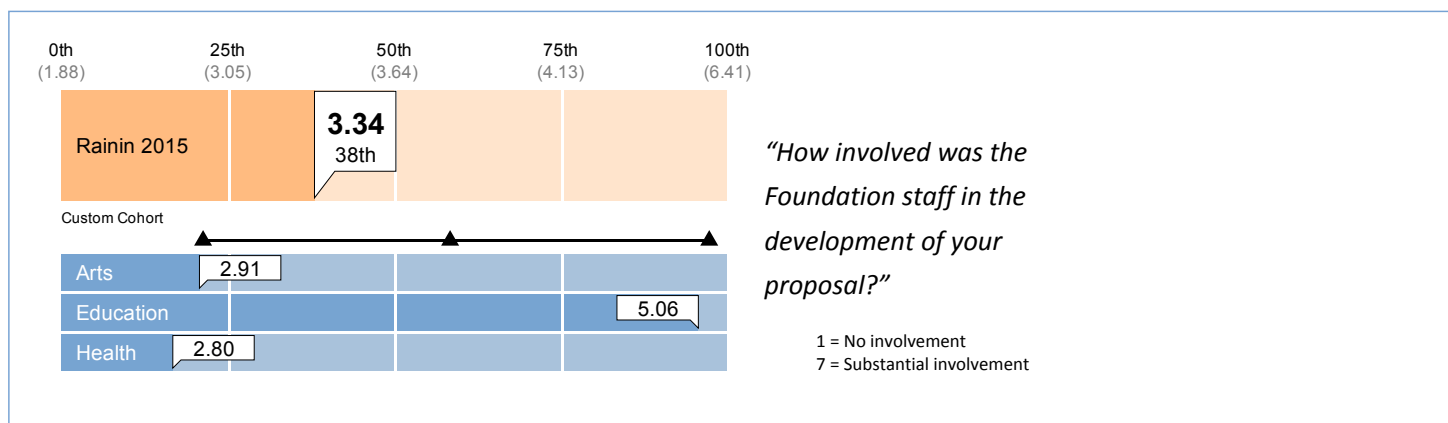


Selected Grantee Comments:

- » "The applications are short and to the point, review is fast and to the point.... I like the simplified process of communications, open and with formalities reduced to almost none."
- » "We have found it difficult to ascertain why some projects have been funded and others have not. It would be helpful to have a more transparent feedback mechanism with the Foundation so that we could better understand which of our projects are 'good matches' with the Kenneth Rainin Foundation and which ones are not."
- » "The Foundation's application and reporting processes were streamlined and easy to follow. We had the opportunity to meet with Foundation staff following the completion of our most recent grant, and found the discussion to be extremely helpful."
- » "The initial evaluation criteria could be more openly explained and an evaluation report would be useful after each annual review process."

Selection Process

Did you submit a proposal for this grant? (Overall)	Rainin 2015	Average Funder	Custom Cohort
Submitted a Proposal	94%	93%	93%
Did Not Submit a Proposal	6%	7%	7%



Time Between Submission and Clear Commitment

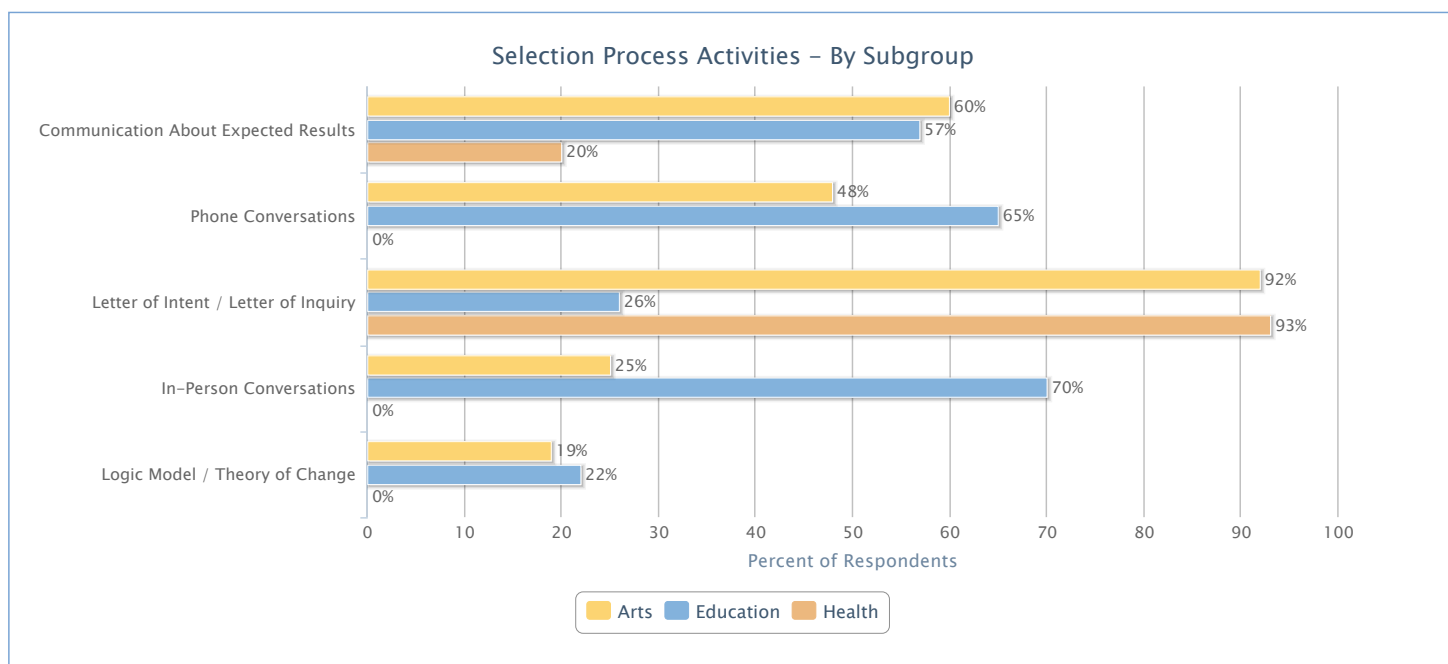
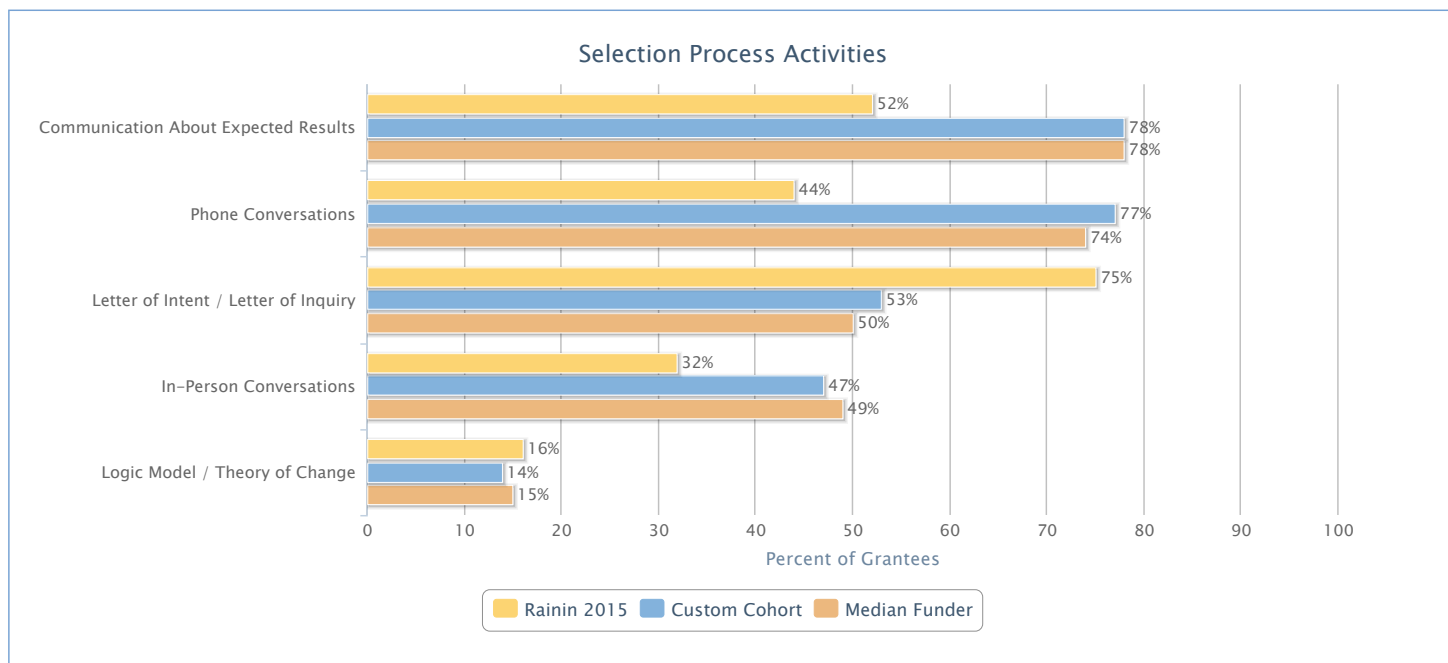
“How much time elapsed from the submission of the grant proposal to clear commitment of funding?”

Time Elapsed from Submission of Proposal to Clear Commitment of Funding (Overall)	Rainin 2015	Average Funder	Custom Cohort
Less than 1 month	9%	6%	9%
1 - 3 months	56%	55%	53%
4 - 6 months	29%	30%	29%
7 - 9 months	0%	5%	5%
10 - 12 months	4%	2%	2%
More than 12 months	1%	2%	2%

Time Elapsed from Submission of Proposal to Clear Commitment of Funding (By Subgroup)	Arts	Education	Health
Less than 1 month	11%	13%	0%
1 - 3 months	53%	75%	38%
4 - 6 months	32%	6%	54%
7 - 9 months	0%	0%	0%
10 - 12 months	3%	6%	8%
More than 12 months	3%	0%	0%

Selection Process Activities

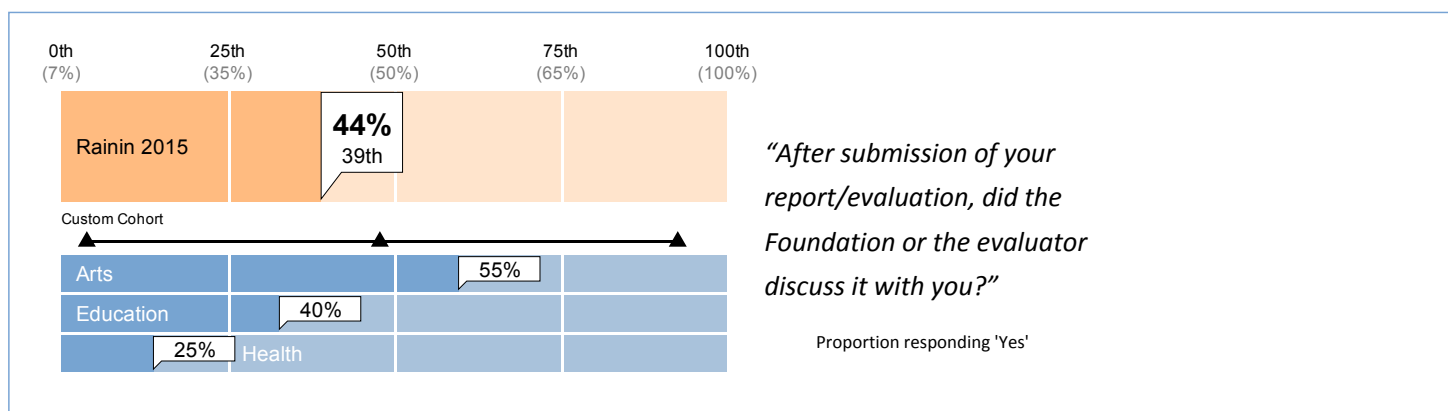
"Which selection/proposal process activities were a part of your process?"

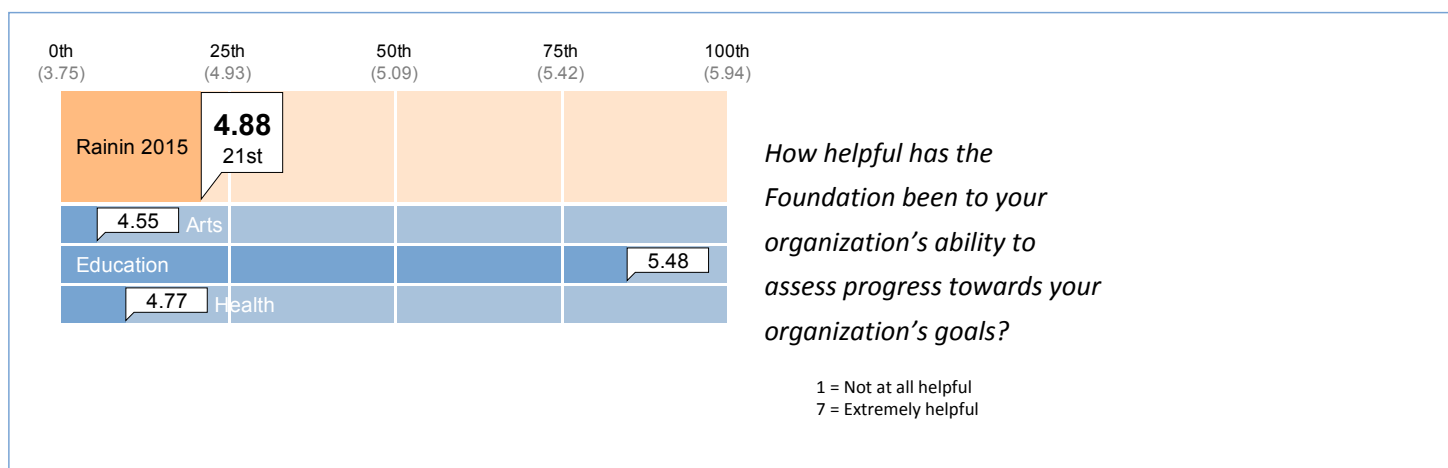
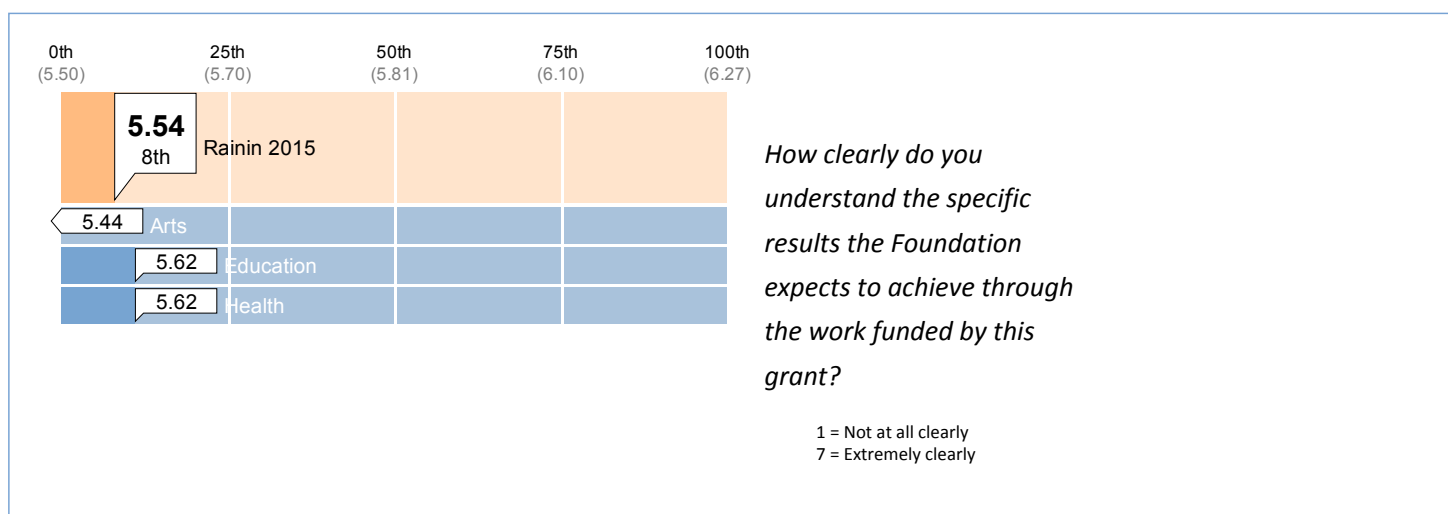
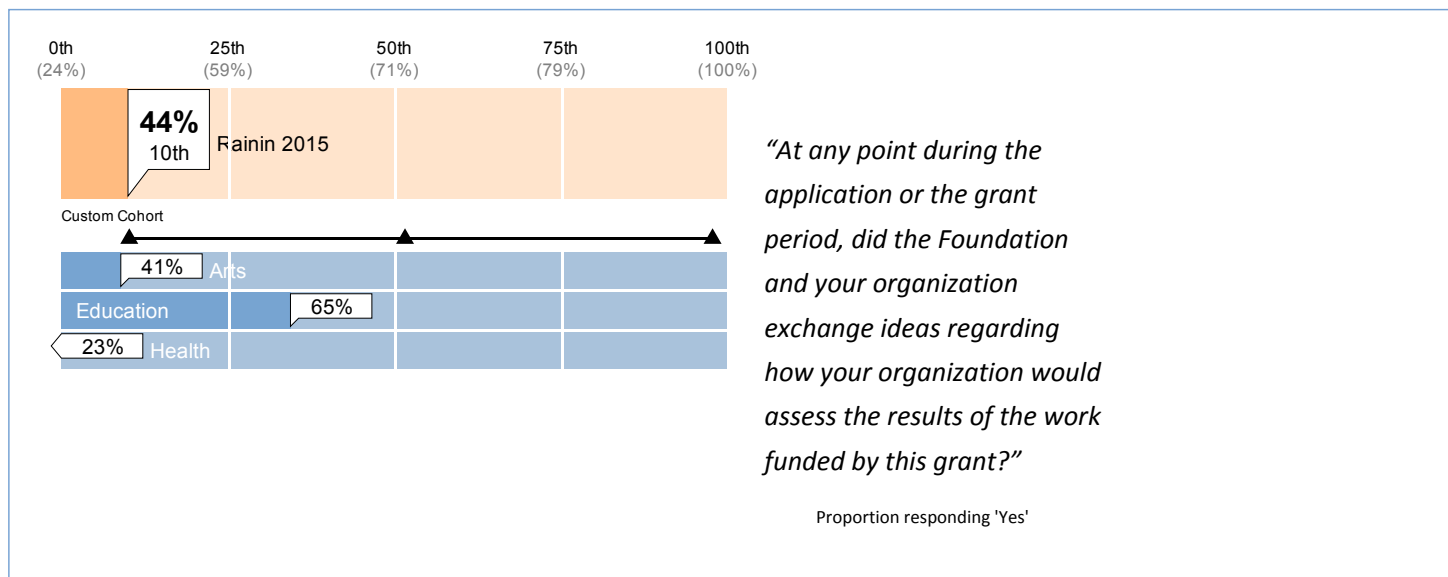


Reporting and Evaluation Process

Participation in Reporting and/or Evaluation Processes (Overall)	Rainin 2015	Average Funder	Custom Cohort
Participated in a reporting and/or evaluation process	44%	57%	55%
There will be a report/evaluation but it has not occurred yet	52%	35%	39%
There was/will be no report/evaluation	3%	5%	3%
Don't know	1%	4%	3%

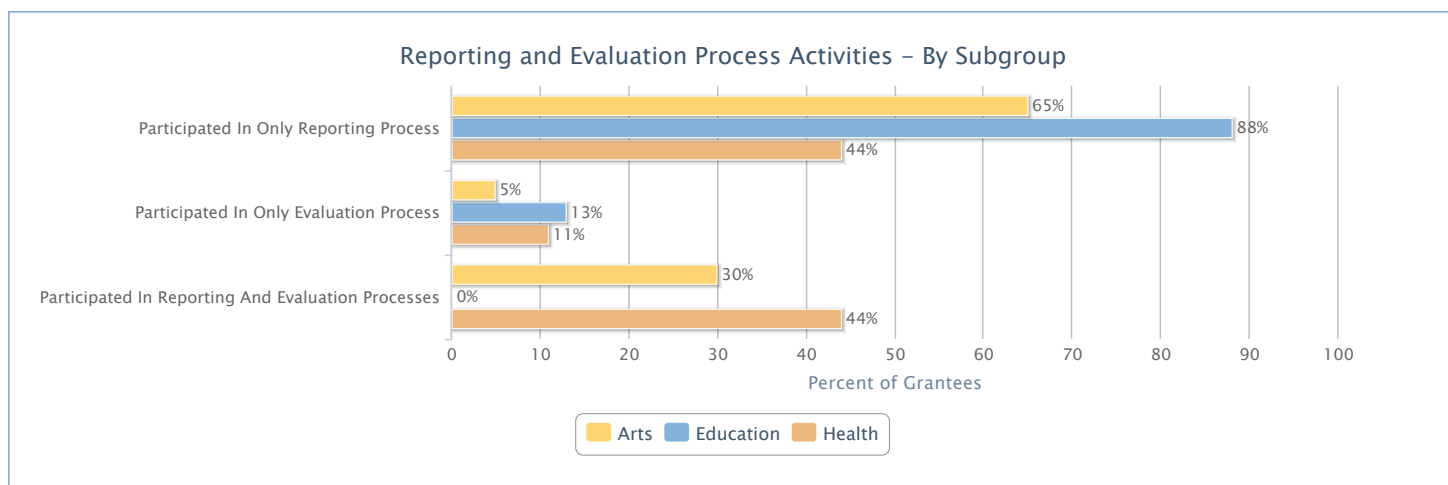
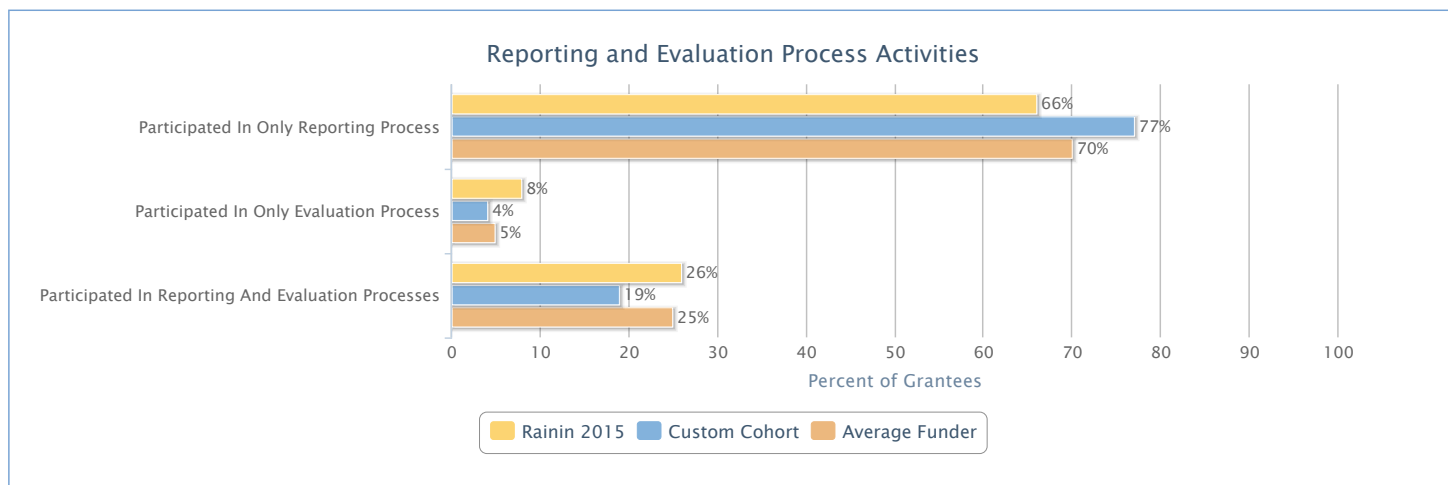
Involved External Evaluator in Reporting/Evaluation Process (Overall)	Rainin 2015	Average Funder	Custom Cohort
Yes	17%	20%	12%
No	83%	80%	88%



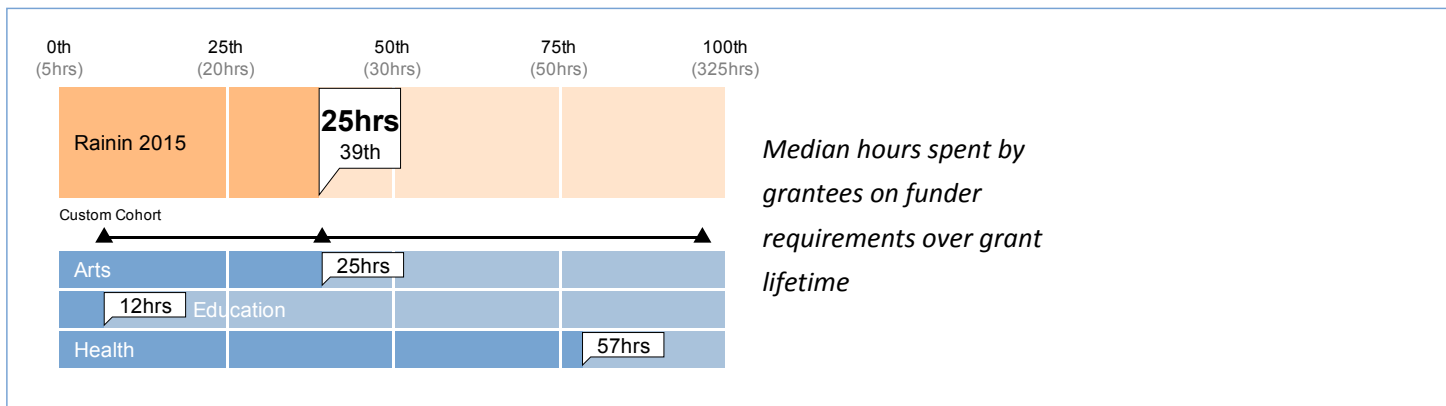
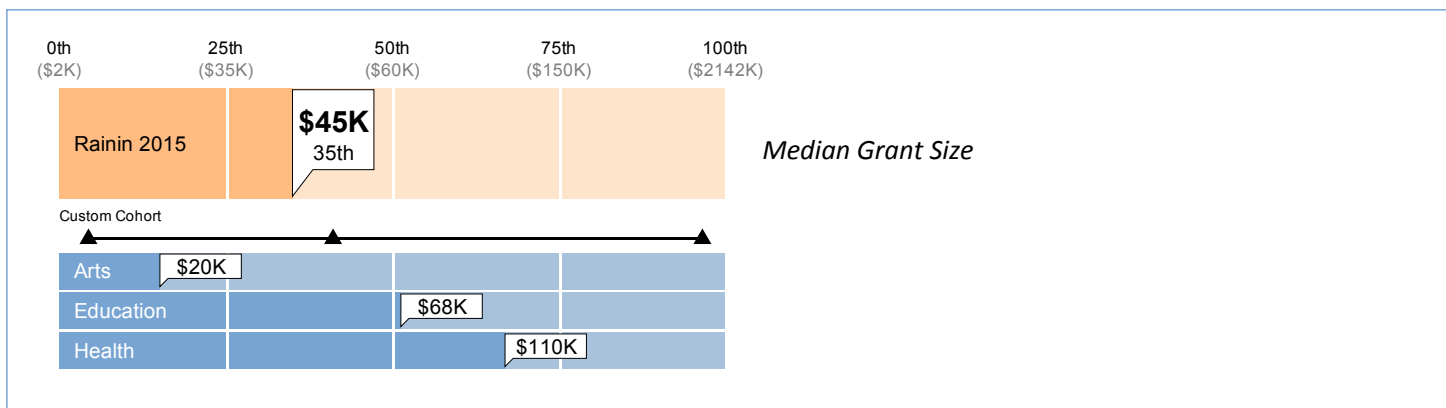
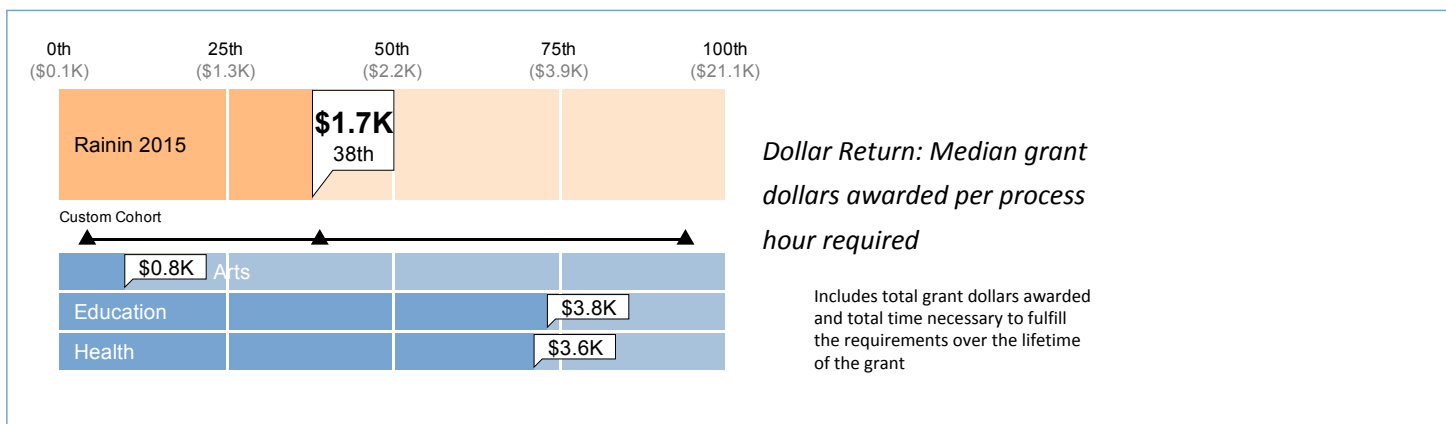


Reporting and Evaluation Process Activities

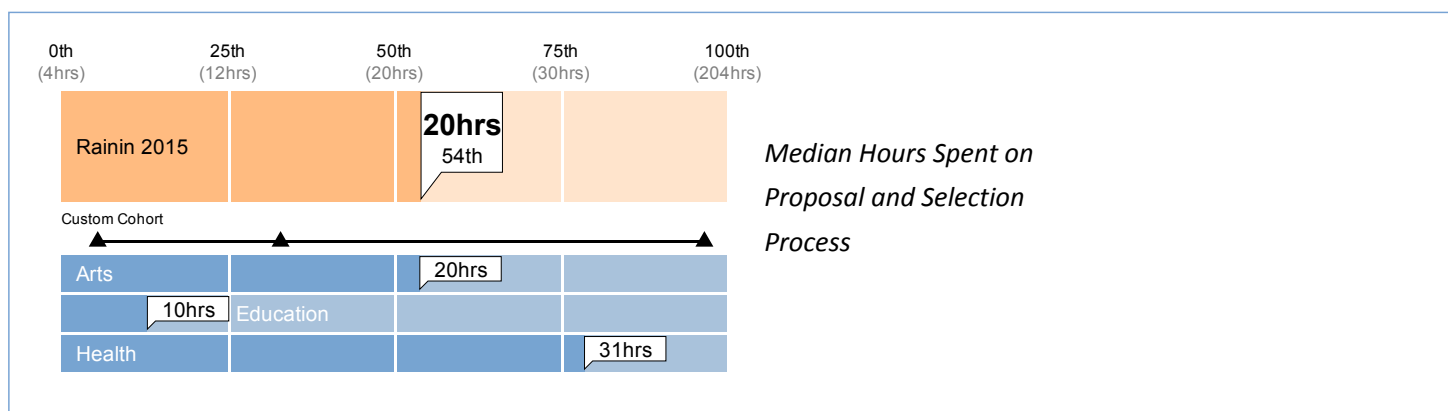
"Which reporting/evaluation process activities were a part of your process?"



DOLLAR RETURN AND TIME SPENT ON PROCESSES



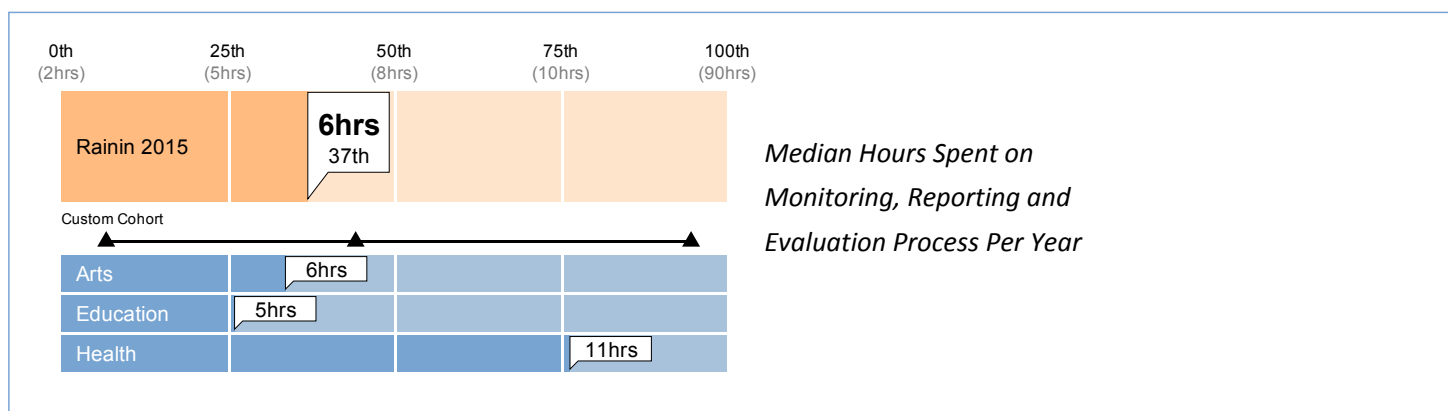
Time Spent on Selection Process



Time Spent On Proposal And Selection Process (Overall)	Rainin 2015	Average Funder	Custom Cohort
1 to 9 hours	11%	23%	24%
10 to 19 hours	32%	22%	26%
20 to 29 hours	25%	17%	17%
30 to 39 hours	9%	8%	7%
40 to 49 hours	12%	11%	10%
50 to 99 hours	5%	10%	9%
100 to 199 hours	5%	6%	5%
200+ hours	1%	3%	3%

Time Spent On Proposal And Selection Process (By Subgroup)	Arts	Education	Health
1 to 9 hours	9%	27%	0%
10 to 19 hours	28%	47%	21%
20 to 29 hours	35%	7%	14%
30 to 39 hours	7%	7%	21%
40 to 49 hours	15%	7%	7%
50 to 99 hours	4%	0%	14%
100 to 199 hours	0%	7%	21%
200+ hours	2%	0%	0%

Time Spent on Reporting and Evaluation Process



Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized) (Overall)	Rainin 2015	Average Funder	Custom Cohort
1 to 9 hours	63%	54%	51%
10 to 19 hours	22%	19%	21%
20 to 29 hours	4%	10%	12%
30 to 39 hours	4%	4%	4%
40 to 49 hours	4%	3%	3%
50 to 99 hours	4%	5%	5%
100+ hours	0%	4%	4%

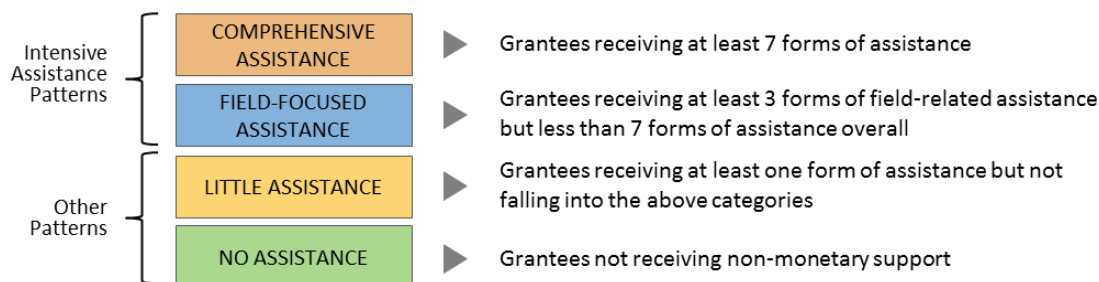
Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized) (By Subgroup)	Arts	Education	Health
1 to 9 hours	68%	60%	50%
10 to 19 hours	21%	20%	25%
20 to 29 hours	4%	10%	0%
30 to 39 hours	0%	10%	8%
40 to 49 hours	4%	0%	8%
50 to 99 hours	4%	0%	8%
100+ hours	0%	0%	0%

NON-MONETARY ASSISTANCE

Non-Monetary Assistance Patterns

Grantees were asked to indicate whether they had received any of 14 types of assistance provided directly or paid for by the Foundation. The specific types of assistance asked about are listed at the end of this section.

Based on their responses, CEP categorized grantees by the pattern of assistance they received. CEP's analysis shows that providing three or fewer assistance activities is often ineffective; it is only when grantees receive one of the two intensive patterns of assistance described below that they have a substantially more positive experience compared to grantees receiving no assistance.



Non-Monetary Assistance Patterns (Overall)	Rainin 2015	Average Funder	Custom Cohort
Comprehensive	8%	6%	6%
Field-focused	11%	9%	9%
Little	26%	37%	37%
None	54%	48%	47%

Non-Monetary Assistance Patterns (By Subgroup)	Arts	Education	Health
Comprehensive	8%	13%	0%
Field-focused	6%	22%	13%
Little	23%	48%	7%
None	63%	17%	80%



BEHIND THE NUMBERS

Kenneth Rainin grantees that report receiving intensive patterns of assistance rate the Foundation significantly more positively than grantees that receive little or no assistance on several measures including the Foundation's effect on public policy in grantees' fields and understanding of social, cultural, and socioeconomic factors affecting grantees' work.

Grantees were asked to select whether they had received any of the following types of assistance provided directly or paid for by the Foundation:

Management Assistance	Field-Related Assistance	Other Assistance
General management advice	Encouraged/facilitated collaboration	Board development/governance assistance
Strategic planning advice	Insight and advice on your field	Information technology assistance
Financial planning/accounting	Introductions to leaders in field	Communications/marketing/publicity assistance
Development of performance measures	Provided research or best practices	Use of Foundation facilities
	Provided seminars/forums/convenings	Staff/management training

Selected Comments

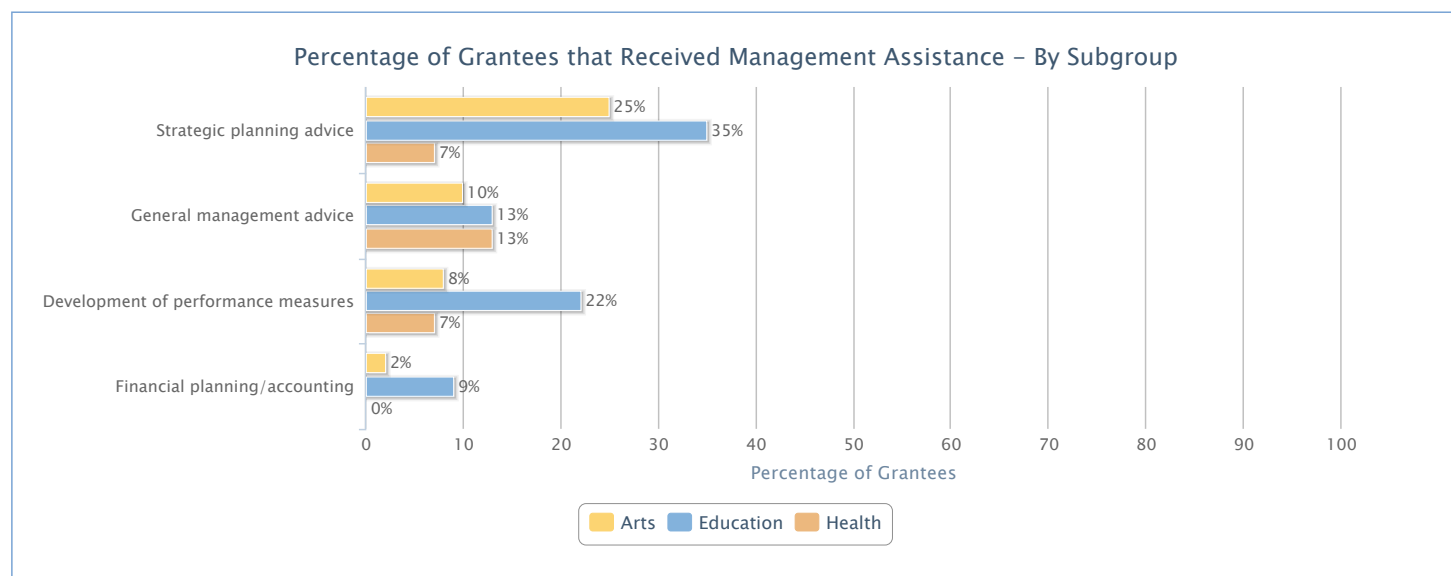
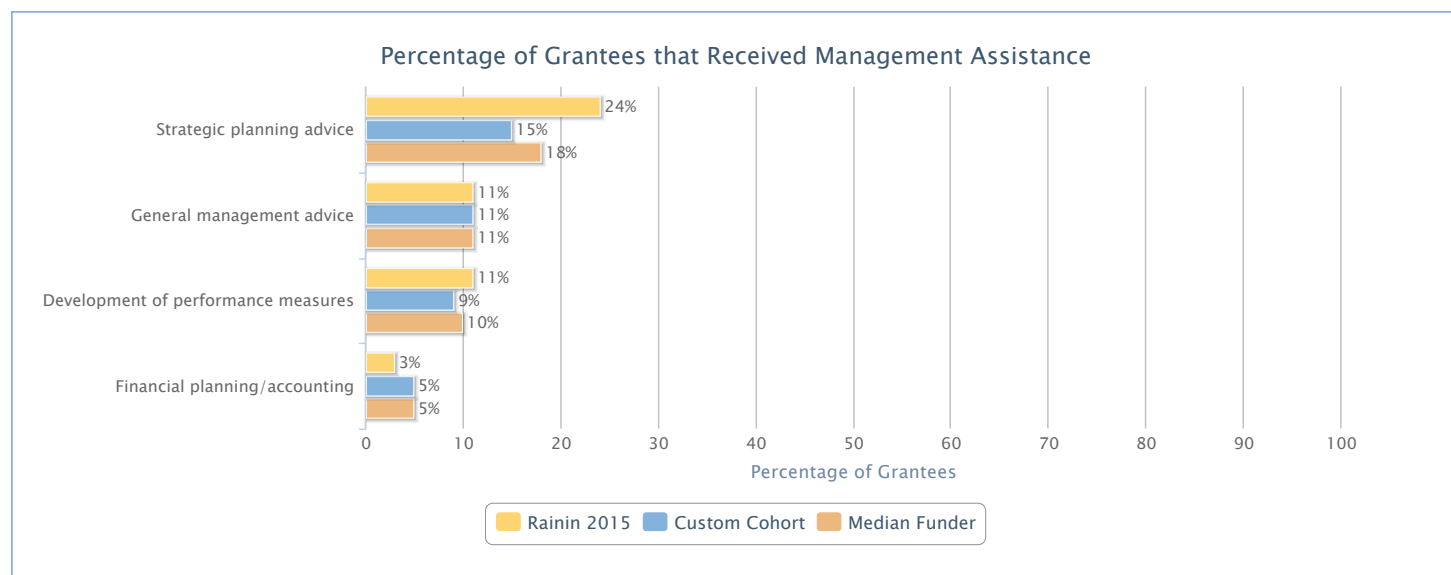
» *"The Kenneth Rainin Foundation...provided many hands on learning experiences for the teachers along with monthly training and participation [along with a] coaching opportunity to the teachers on early literacy and the seeds program. The teachers brought back information from the training into their classrooms and provided more teachable experiences to the children in early literacy."*

» *"The Foundation has connected our school with other community partnerships. I see it as an ongoing relationship and we've only just begun!"*

» *"The Foundation really connects people working on education issues, including their grantees as well as other community members and groups. Their umbrella campaigns like Oakland Reads 2020 and Talking is Teaching help bring people together to collaborate more effectively."*

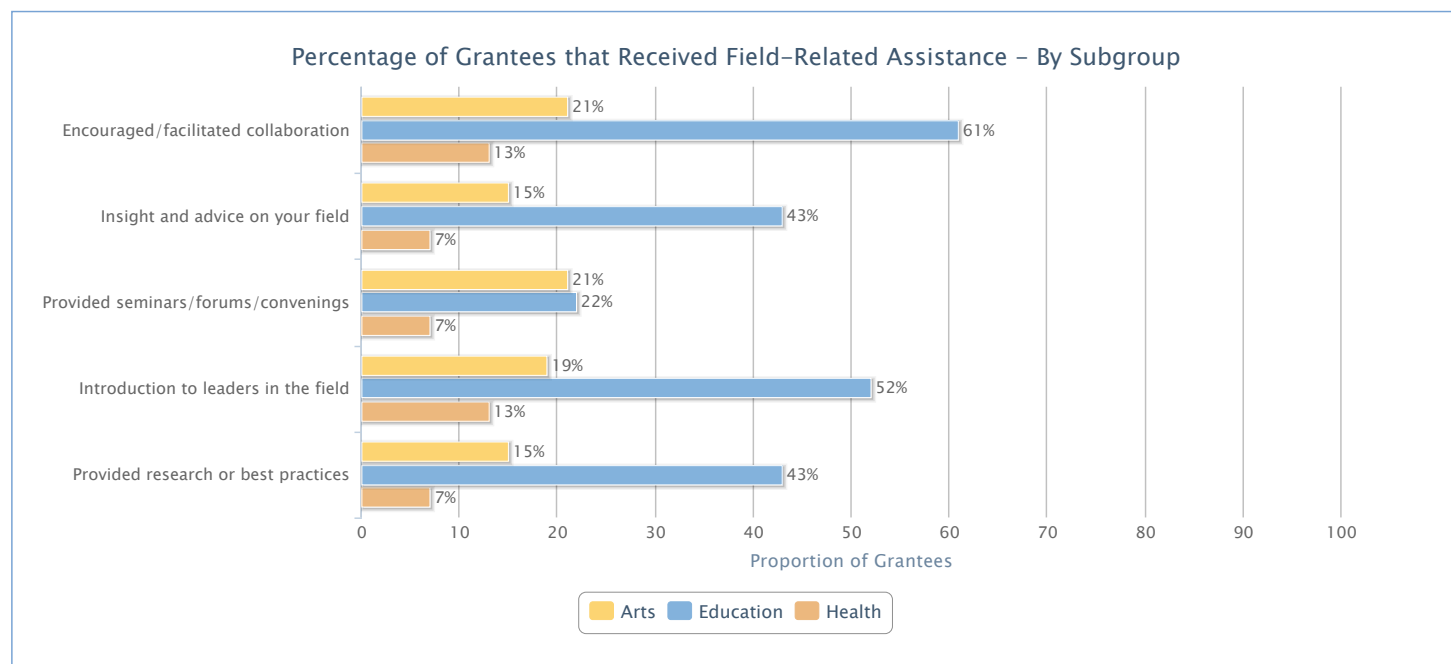
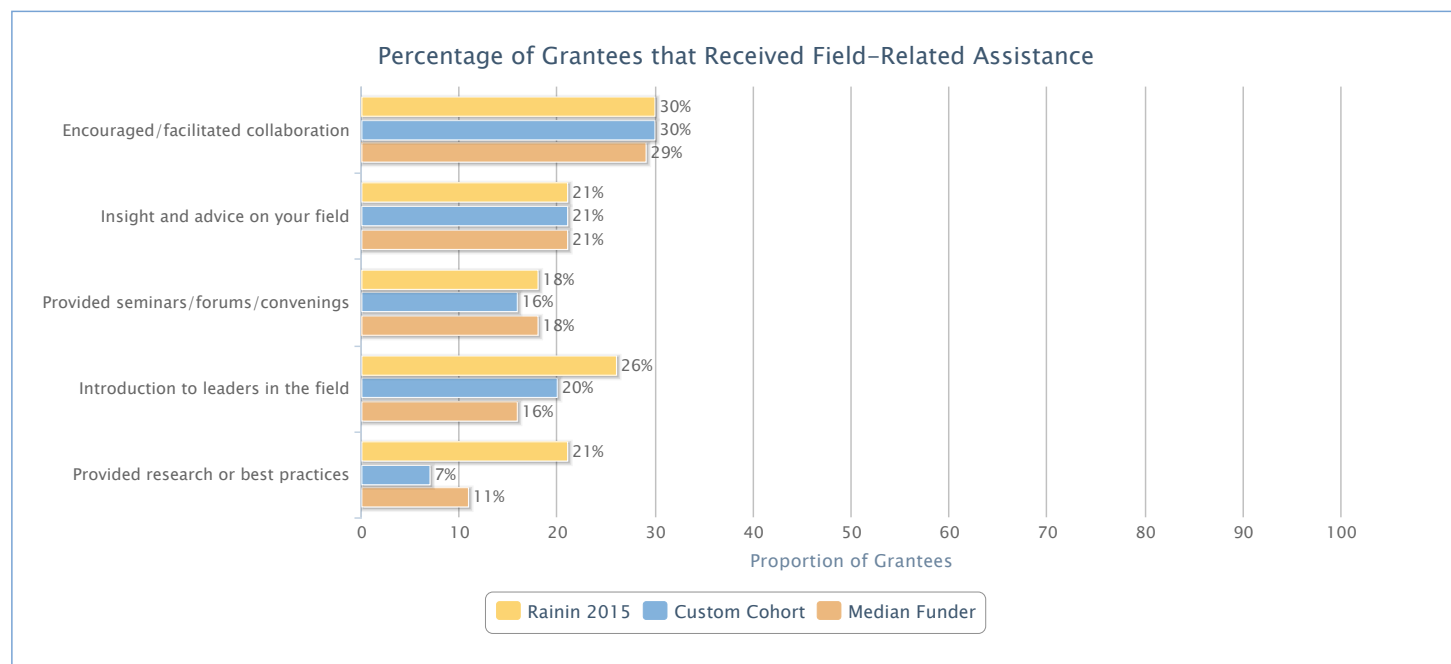
Management Assistance Activities

"Please indicate all types of non-monetary assistance, if any, you received (from staff or a third party paid for by the Foundation) associated with this funding."



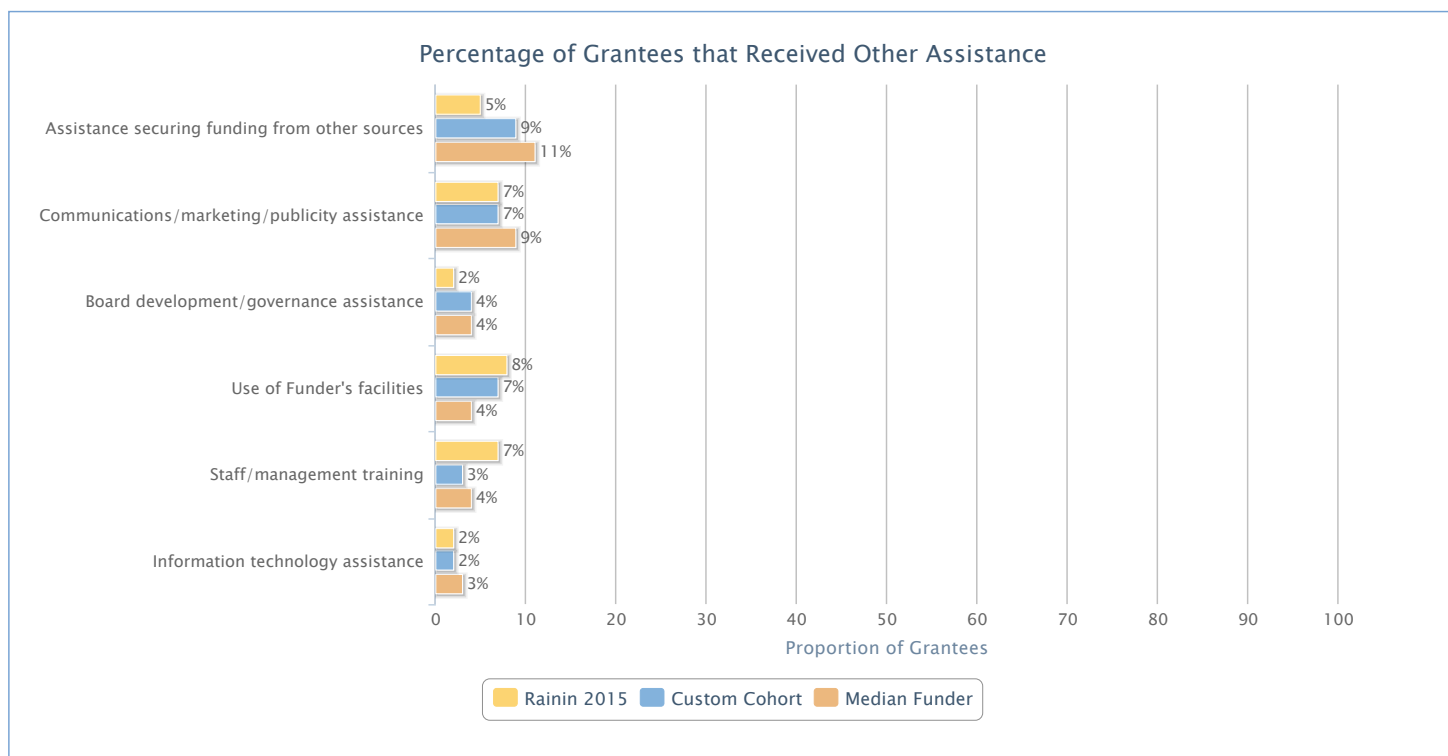
Field-Related Assistance Activities

"Please indicate all types of non-monetary assistance, if any, you received (from staff or a third party paid for by the Foundation) associated with this funding."

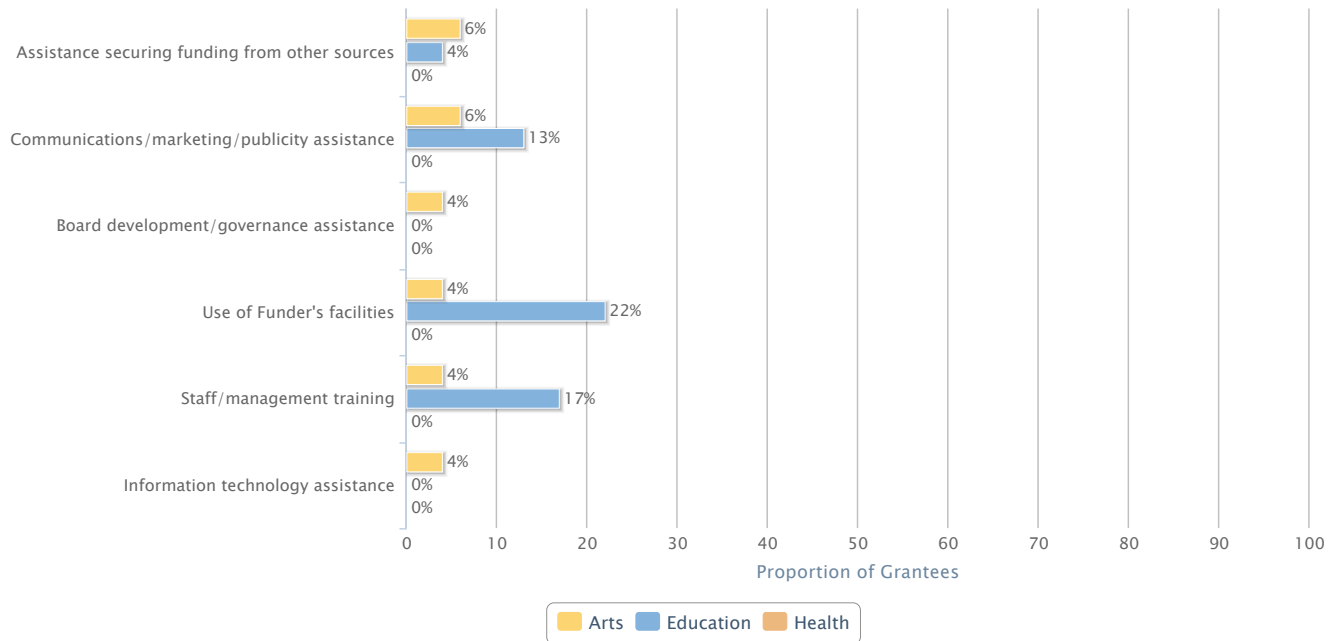


Other Assistance Activities

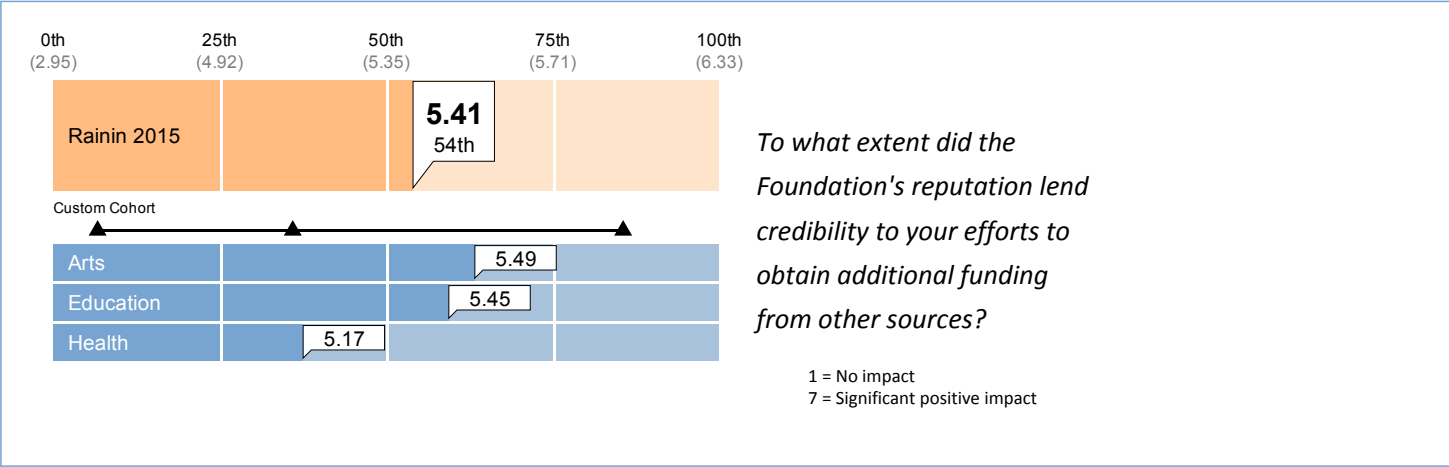
"Please indicate all types of non-monetary assistance, if any, you received (from staff or a third party paid for by the Foundation) associated with this funding."



Percentage of Grantees that Received Other Assistance – By Subgroup



Funding Assistance



GRANTEE SUGGESTIONS FOR THE FOUNDATION

Grantees were asked to provide any suggestions for how the Foundation could improve. These suggestions were then categorized by CEP and grouped into the topics below.

To download the full set of grantee comments and suggestions, please refer to the "Downloadable Materials" page. Please note that comments have been edited or deleted to protect the confidentiality of respondents.

Proportion of Grantee Suggestions by Topic

Topic of Grantee Suggestion	N
Grantmaking Characteristics	15
Quality and Quantity of Interactions	6
Aspects of Foundation Communication	5
Non-Monetary Assistance	5
Grant Processes	3
Impact on Grantees' Fields and Communities	2
Foundation Processes	1
Other	2

Selected Comments

Grantees were asked to provide any suggestions for how the Foundation could improve. These suggestions were then categorized by CEP and grouped into the topics below.

GRANTMAKING CHARACTERISTICS (N=15)

» Grant Size or Length (N=8)

- » "Long term support tailored to organizations."
- » "More money for [our organization], of course."
- » "Continuity in the funding...."
- » "There is a need for sustained funding beyond 1-2 years...."
- » "Find more money under a pillow somewhere?"
- » "An extended grant period...."
- » "I would like to see more and larger multi-year grants...."
- » "Commit to multi-year plans...."

» Grant Type (N=5)

- » "It is challenging to not be eligible to receive program support while receiving impact/capacity building support."
- » "I would love to have a little more infrastructure support...to go along with the project grant."
- » "Consistent operating support...after the initial grant period would be a nice thing to develop."
- » "Continuing to focus on general operating support."
- » "More support for projects deemed important by the...organization and less focus on 'capacity building.'"

» Other (N=2)

- » "If the Foundation's resources increase, it would be incredibly helpful to consider a category for those mid-sized organizations who's budgets are over a few hundred thousand dollars, but still and consistently need support for new work."
- » "We would like to see, as mentioned before, an increase in the amount of Impact grant funds given and an increase in the number of organizations funded."

QUALITY AND QUANTITY OF INTERACTIONS (N=6)

- » "Creating a more direct interface with the artists they are funding through attending the funded projects...."
- » "I think the key to continuing as an impactful funder is to maintain this more intimate connection to the work, embracing the difference that makes the Foundation unique."
- » "I think the staff should initiate conversations with the funded organizations...."
- » "Ensuring that people from the arts program come and see the work that they're supporting feels very important...."
- » "They could be more consistent about responding to inquiries and other communications."
- » "Make site visit to grantees labs."

ASPECTS OF FOUNDATION COMMUNICATION (N=5)

» Communication about Kenneth Rainin Foundation's Fields of Funding (N=3)

- » "Might help to better understand the array of grants that the Rainin Foundation is making in Oakland and how these fit together so we can think more clearly about how our work as an individual grantee might leverage and support these other investments."
- » "Sometimes we have felt that we were on the fringes of the effort rather than being included in some of the more critical conversations. Greater transparency would have helped us be a better partner."
- » "We do receive written notification [about shifts in Rainin's funding foci or intent] but the language is not always clear to all."

» Public Profile (N=2)

- » "Perhaps K. Rainin should make their support to [arts and social justice organizations] more visible to show its commitment to this responsible philanthropy."
- » "More national recognition for their awesomeness. Doris Duke is the only other org I know that is putting their stake deeply in the sand to raise the bar for dance."

NON-MONETARY ASSISTANCE (N=5)

- » "It would be nice to be included in the social convenings for more than just the specific grant cycle."
- » "Consider holding regular convenings with its grantees to create more specific bridge-building and collaboration opportunities.... Share more broadly and consistently the interactions/outcomes with other funders and policy shapers in the field and in the region."
- » "Facilitating forums with other grantees as well as with other funders around sustaining and developing the field; helping to make connections and foster partnerships within the arts and arts-funder community for our organization and our programs...."
- » "Community members/grantees could learn from each other and the foundation could learn more about our needs/impacts in a community gathering format."
- » "I think it'd be great to encourage more sharing of resources/skills between larger grantee organizations and smaller grantee organizations."

GRANT PROCESSES (N=3)

- » "Be more clear about which types of art or artists are eligible [for grants]."
- » "Get more in writing up front around expectations and reporting/return on investments."
- » "Support with evaluation tools and best practices in the field."

IMPACT ON GRANTEES' FIELDS AND COMMUNITIES (N=2)

- » "We would be delighted if the foundation supported new music projects as well as dance/theater projects in its arts program."
- » "I would love to see the Rainin Foundation focus more on Oakland, where their offices are based."

FOUNDATION PROCESSES (N=1)

- » "Nothing specific, although the CDP forms were not relevant to our organization."

OTHER (N=2)

- » "I think [Kenneth Rainin Foundation] could study carefully the use of outside consultants to provide support to small organizations which often do not have the bandwidth to support the introduction and demands of a consultant who highlights challenges but doesn't stay long enough to be a part of the remedy."
- » "To not make assumptions about the timing of an artist's project with respect to funding, to trust the artists' intentions about funding and planning."

CONTEXTUAL DATA

Grantmaking Characteristics

Length of Grant Awarded (Overall)	Rainin 2015	Median Funder	Custom Cohort
Average grant length	1.6 years	2.1 years	1.6 years

Length of Grant Awarded (Overall)	Rainin 2015	Average Funder	Custom Cohort
1 year	67%	49%	57%
2 years	12%	22%	20%
3 years	18%	17%	12%
4 years	1%	4%	5%
5 or more years	2%	8%	5%

Type of Grant Awarded (Overall)	Rainin 2015	Average Funder	Custom Cohort
Program / Project Support	79%	65%	63%
General Operating / Core Support	9%	20%	21%
Capital Support: Building / Renovation / Endowment Support / Other	6%	7%	3%
Technical Assistance / Capacity Building	6%	4%	4%
Scholarship / Fellowship	0%	2%	8%
Event / Sponsorship Funding	0%	2%	1%

Grantmaking Characteristics - By Subgroup

Length of Grant Awarded (By Subgroup)	Arts	Education	Health
Average grant length	1.8 years	1.1 years	1.8 years

Length of Grant Awarded (By Subgroup)	Arts	Education	Health
1 year	60%	91%	50%
2 years	11%	4%	29%
3 years	26%	4%	14%
4 years	0%	0%	7%
5 or more years	4%	0%	0%

Type of Grant Awarded (By Subgroup)	Arts	Education	Health
Program / Project Support	73%	78%	100%
General Operating / Core Support	10%	13%	0%
Capital Support: Building / Renovation / Endowment Support / Other	8%	4%	0%
Technical Assistance / Capacity Building	8%	4%	0%
Scholarship / Fellowship	0%	0%	0%
Event / Sponsorship Funding	0%	0%	0%

Grant Size

Grant Amount Awarded (Overall)	Rainin 2015	Median Funder	Custom Cohort
Median grant size	\$45K	\$60K	\$50K

Grant Amount Awarded (Overall)	Rainin 2015	Average Funder	Custom Cohort
Less than \$10K	5%	11%	12%
\$10K - \$24K	40%	14%	18%
\$25K - \$49K	6%	14%	15%
\$50K - \$99K	10%	16%	17%
\$100K - \$149K	13%	9%	11%
\$150K - \$299K	19%	15%	13%
\$300K - \$499K	4%	7%	5%
\$500K - \$999K	0%	6%	4%
\$1MM and above	4%	7%	6%

Median Percent of Budget Funded by Grant (Annualized) (Overall)	Rainin 2015	Median Funder	Custom Cohort
Size of grant relative to size of grantee budget	6%	4%	3%

Grant Size - By Subgroup

Grant Amount Awarded (By Subgroup)	Arts	Education	Health
Median grant size	\$20K	\$68K	\$110K

Grant Amount Awarded (By Subgroup)	Arts	Education	Health
Less than \$10K	9%	0%	0%
\$10K - \$24K	62%	15%	0%
\$25K - \$49K	0%	25%	0%
\$50K - \$99K	11%	15%	0%
\$100K - \$149K	4%	5%	53%
\$150K - \$299K	11%	35%	27%
\$300K - \$499K	0%	0%	20%
\$500K - \$999K	0%	0%	0%
\$1MM and above	4%	5%	0%

Median Percent of Budget Funded by Grant (Annualized) (By Subgroup)	Arts	Education	Health
Size of grant relative to size of grantee budget	9%	2%	0%

Grantee Characteristics

Operating Budget of Grantee Organization (Overall)	Rainin 2015	Median Funder	Custom Cohort
Median Budget	\$0.7M	\$1.4M	\$1.4M

Operating Budget of Grantee Organization (Overall)	Rainin 2015	Average Funder	Custom Cohort
<\$100K	20%	9%	8%
\$100K - \$499K	27%	20%	20%
\$500K - \$999K	10%	14%	15%
\$1MM - \$4.9MM	19%	29%	33%
\$5MM - \$24MM	11%	17%	18%
>=\$25MM	14%	11%	7%

Grantee Characteristics - By Subgroup

Operating Budget of Grantee Organization (By Subgroup)	Arts	Education	Health
Median Budget	\$0.2M	\$2.0M	\$375.0M

Operating Budget of Grantee Organization (By Subgroup)	Arts	Education	Health
<\$100K	27%	14%	0%
\$100K - \$499K	44%	5%	0%
\$500K - \$999K	10%	9%	0%
\$1MM - \$4.9MM	13%	36%	10%
\$5MM - \$24MM	6%	23%	10%
>=\$25MM	0%	14%	80%

Funding Relationship

Pattern of Grantees' Funding Relationship with the Foundation (Overall)	Rainin 2015	Average Funder	Custom Cohort
First grant received from the Foundation	43%	29%	32%
Consistent funding in the past	35%	52%	49%
Inconsistent funding in the past	22%	19%	19%

Funding Status and Grantees Previously Declined Funding (Overall)	Rainin 2015	Median Funder	Custom Cohort
Percent of grantees currently receiving funding from the Foundation	75%	78%	75%
Percent of grantees previously declined funding by the Foundation	40%	26%	25%

Funding Relationship - By Subgroup

Pattern of Grantees' Funding Relationship with the Foundation (By Subgroup)	Arts	Education	Health
First grant received from the Foundation	38%	41%	73%
Consistent funding in the past	38%	41%	9%
Inconsistent funding in the past	23%	18%	18%

Funding Status and Grantees Previously Declined Funding (By Subgroup)	Arts	Education	Health
Percent of grantees currently receiving funding from the Foundation	71%	83%	80%
Percent of grantees previously declined funding by the Foundation	57%	22%	14%

Grantee Demographics

Job Title of Respondents (Overall)	Rainin 2015	Average Funder	Custom Cohort
Executive Director	40%	47%	47%
Other Senior Management	8%	14%	11%
Project Director	23%	12%	12%
Development Director	6%	10%	10%
Other Development Staff	7%	7%	9%
Volunteer	0%	1%	0%
Other	15%	10%	10%

Gender of Respondents (Overall)	Rainin 2015	Average Funder	Custom Cohort
Female	55%	63%	64%
Male	45%	37%	36%

Race/Ethnicity of Respondents (Overall)	Rainin 2015	Average Funder	Custom Cohort
Multi-racial	6%	2%	3%
African-American/Black	9%	7%	6%
Asian (incl. Indian subcontinent)	10%	3%	7%
Hispanic/Latino	3%	5%	7%
American Indian/Alaskan Native	0%	1%	1%
Pacific Islander	0%	0%	1%
Caucasian/White	72%	80%	72%
Other	0%	1%	3%

Funder Characteristics

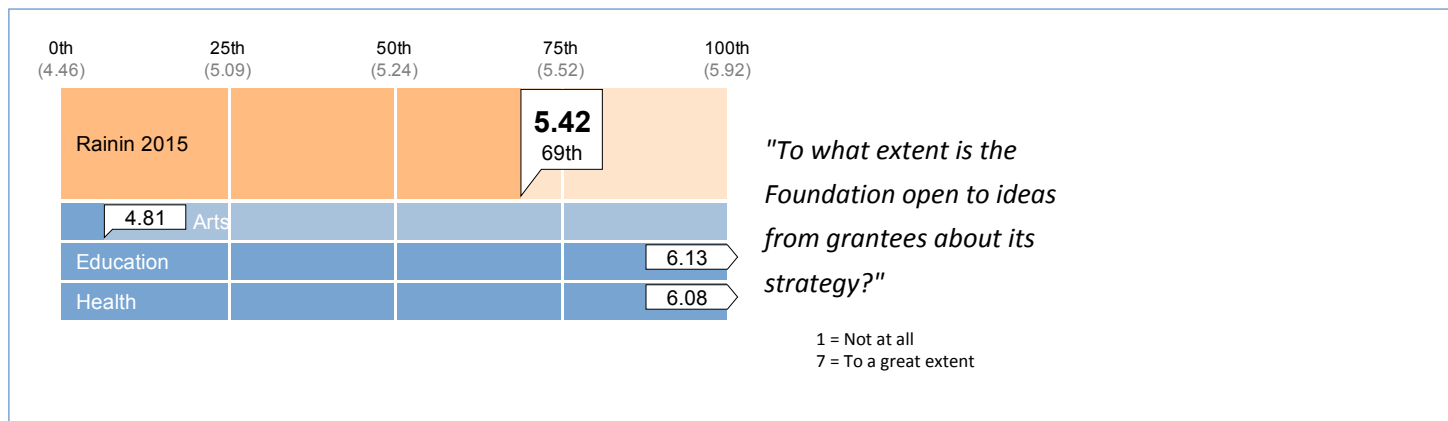
Financial Information (Overall)	Rainin 2015	Median Funder	Custom Cohort
Total assets	\$333.8M	\$200.9M	\$229.0M
Total giving	\$7.5M	\$13.5M	\$12.0M

Funder Staffing (Overall)	Rainin 2015	Median Funder	Custom Cohort
Total staff (FTEs)	19	13	11
Percent of staff (FTEs) actively managing grantee relationships	42%	42%	36%
Percent of staff who are program staff	37%	41%	38%

Grantmaking Processes (Overall)	Rainin 2015	Median Funder	Custom Cohort
Proportion of grants that are proactive	4%	39%	40%
Proportion of grantmaking dollars that are proactive	77%	44%	70%

ADDITIONAL MEASURES

The following measure was added in February 2015 and includes comparative data from only 13 funders.



ADDITIONAL SURVEY INFORMATION

On many questions in the grantee survey, grantees are allowed to select “don’t know” or “not applicable” if they are not able to provide an alternative answer. In addition, some questions in the survey are only displayed to a select group of grantees for which that question is relevant based on a previous response.

As a result, there are some measures where only a subset of responses is included in the reported results. The table below shows the number of responses included on each of these measures. The total number of respondents to Rainin’s grantee survey was 87.

Question Text	N
Overall, how would you rate the Foundation's impact on your field?	84
How well does the Foundation understand the field in which you work?	79
To what extent has the Foundation advanced the state of knowledge in your field?	68
To what extent has the Foundation affected public policy in your field?	49
Overall, how would you rate the Foundation's impact on your local community?	76
How well does the Foundation understand the local community in which you work?	69
How well does the Foundation understand the social, cultural, or socioeconomic factors that affect your work?	76
How much, if at all, did the Foundation improve your ability to sustain the work funded by this grant in the future?	71
How well does the Foundation understand your organization's strategy and goals?	74
Which of the following statements best describes the primary effect the receipt of this grant had on your organization's programs or operations?	79
How consistent was the information provided by different communication resources, both personal and written, that you used to learn about the Foundation?	84
Who most frequently initiated the contact you had with your program officer during this grant?	85
Did the Foundation conduct a site visit during the selection process or during the course of this grant?	79
Has your main contact at the Foundation changed in the past six months?	81
Did you submit [a proposal] to the Foundation for this grant?	85
As you developed your grant proposal, how much pressure did you feel to modify your organization's priorities in order to create a grant proposal that was likely to receive funding?	80
How involved was Foundation staff in the development of your grant proposal?	79
How much time elapsed from the submission of the grant proposal to clear commitment of funding?	68
Was there or will there be a reporting/evaluation process?	86
Was an external evaluator involved in your reporting/evaluation process?	29
After submission of your report/evaluation, did the Foundation or the evaluator discuss it with you?	34
At any point during the application or the grant period, did the Foundation and your organization exchange ideas regarding how your organization would assess the results of the work funded by this grant?	75
Have you ever been declined funding from the Foundation?	77
Are you currently receiving funding from the Foundation?	87
Which of the following best describes the pattern of your organization's funding relationship with the Foundation?	81

ABOUT CEP & CONTACT INFORMATION

Mission:

To provide data and create insight so philanthropic funders can better define, assess, and improve their effectiveness – and, as a result, their intended impact.

Vision:

We seek a world in which pressing social needs are more effectively addressed.

We believe improved performance of philanthropic funders can have a profoundly positive impact on nonprofit organizations and the people and communities they serve.

Although our work is about measuring results, providing useful data, and improving performance, our ultimate goal is improving lives. We believe this can only be achieved through a powerful combination of dispassionate analysis and passionate commitment to creating a better society.

About the GPR

Since 2003, the Grantee Perception Report® (GPR) has provided funders with comparative, candid feedback based on grantee perceptions. The GPR is the only grantee survey process that provides comparative data, and is based on extensive research and analysis. Hundreds of funders of all types and sizes have commissioned the GPR, and tens of thousands of grantees have provided their perspectives to help funders improve their work. CEP has surveyed grantees in more than 150 countries and in 8 different languages.

The GPR's quantitative and qualitative data helps foundation leaders evaluate and understand their grantees' perceptions of their effectiveness, and how that compares to their philanthropic peers.

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